

# Lean Production Workshop

A two-day workshop to assist production managers and plant managers to develop a lean approach to production management in a manufacturing enterprise. This workshop will give you philosophy and tools to take away that work and are tried-and-true ways to improve your production process .

Shanghai, China

21st & 22nd March 2011



## Your International Facilitator:

**Charles Xie, Principal of Mercedes-Benz Technology Consulting**

- ✓ **An Lean expert over 15+ years experience as a Kaizen trainer.**
- ✓ **The professional experience cover process engineering, quality management, supply chain management, internal kaizen and lean consultant**
- ✓ **Over 10 management experience in worldwide famous international company.**
- ✓ **Lean manufacturing consulting for Fortune 500 corporations such as Hitachi, Sumitomo, Foxconn, etc...**

His talks and workshops have been very well received and the sharing of his practical experience and advice has been valuable to many corporations for many years. Has many years of public speaking and training experience.

## His Comprehensive Expertise include:

- ✓ **HDD Production**
- ✓ **Machining Industry**
- ✓ **Electronics- /TV Production**
- ✓ **Assembly lines small series**
- ✓ **Engineering/Toolmaker piece production in production cells**

## His Methodological Competence include:

- ✓ **Lean Production System**
- ✓ **Value Stream analyses and –design**
- ✓ **Productivity Improvement (Kaizen)**
- ✓ **Implementation of Kanban**
- ✓ **Process- and Quality optimization (TQM,TPM)**
- ✓ **Shopfloor Management**

## What the Seminar Will Help You Achieve:

- **Lean production evolution:** the history of automobile industry and Toyota production system
- **Lean principles:** 14 basic principles of lean production to help you understand the lean philosophy
- **Seven waste:** help you understand the seven wastes clearly through shop floor management and administration management
- **Value added and non value added activities:** help you understand the three standard to identify what is value added and non value added
- **5S management:** how to create and implement 5S management effectively
- **Problem solving :** help you know the process of fortune 500 companies problem solving process, such as A3 report process
- **Standardization:** why standardization and how to write standard work sheet
- **One piece flow:** it is the key methodology to increase lead time and improve quality and efficiency
- **Value stream mapping:** How to draw a current value stream mapping and find out improvement opportunities
- **Design of Manufacturing Systems:** help you understand the key for a manufacturing system
- **Lean Logistics:** understanding on the 4 principles of Lean Logistics, Standardized methods of internal logistic and function of Kanban and concept of Supermarket

## Pre-Course Questionnaire

In order to tailor this course precisely to your needs, the course leaders would value information on your knowledge, experience and requirements.

0830 Registration and morning coffee

0900 Workshop Introduction

0930 Session One - History of production systems/ Basic of Lean Enterprise:

- The success story of Toyota to become Best in Class
- The process optimization based on the pioneer Henry Ford
- The Toyota Production System "House"
- The 14 principles to achieve Lean Enterprise
  - ✓ Principle 1. Base your management decisions on a long-term philosophy, even at the expense of short-term financial goals.
  - ✓ Principle 2. Create a continuous process flow to bring problems to the surface.
  - ✓ Principle 3. Use "pulls" systems to avoid overproduction.
  - ✓ Principle 4. Level out the workload (heijunka). (Work like the tortoise, not the hare.)
  - ✓ Principle 5. Build a culture of stopping to fix problems, to get quality right the first time.
  - ✓ Principle 6. Standardized tasks and processes are the foundation for continuous improvement and employee empowerment.
  - ✓ Principle 7. Use visual control so no problems are hidden.
  - ✓ Principle 8. Use only reliable, thoroughly tested technology that serves your people and processes.
  - ✓ Principle 9. Grow leaders who thoroughly understand the work, live the philosophy, and teach it to others.
  - ✓ Principle 10. Develop exceptional people and teams who follow your company's philosophy.
  - ✓ Principle 11. Respect your extended network of partners and suppliers by challenging them and helping them improve.
  - ✓ Principle 12. Go and see for yourself to thoroughly understand the situation (genchi genbutsu).

1045 Morning Refreshment and Networking Break

- ✓ Principle 13. Make decisions slowly by consensus, thoroughly considering all options; implement decisions rapidly (nemawashi).
- ✓ Principle 14. Become a learning organization through relentless reflection (hansei) and continuous improvement (kaizen).

1115 Session Two - Simulation – Principles of Lean Production:

- Simulation workshop
- How to stabilize a production
- How can be results transferred to your company

1200 Networking Luncheon

1330 Session Two - Simulation – Principles of Lean Production:

- Simulation workshop-follow up

1500 Afternoon Refreshment and Networking Break

1530 Session Three - 7 types of waste / 5S-Method:

- The Continuous improvement method as a key to eliminate waste
- How non-value added work can be reduced
- The 7 types of waste and typical examples
- The 5S-if applied in a right way the fundament for Lean Production

**Session Four - Standardization as a key:**

- How to achieve sustainable results by using standards
- How to ensure stable processes by using standard-working-sheets
- The typical misunderstandings about standards in a production system

1700 Closing Remark and End of Conference Day One

## About Martin Linking

**Martin Linking Business Consulting** plans to produce more than 80 trainings and conferences and works with senior executives from the majority of the world's top 1000 companies to improve their business strategy and match their learning and training needs in one year. And we continue to grow.

We also invite the leading business practitioners, industry decision makers and innovators to share insights, best business practice, and new technology at our forums. **We are dedicated to give attendees cutting edge information they can use immediately.** We constantly research and listen to all industry sectors to ensure that the business intelligence we provide is timely and cutting-edge.

**0830 Registration and morning coffee**

**0900 Workshop Introduction**

**0930 Session Five - Go and See:**

- Approach of waste walk
- Spaghetti diagram to identify waste due to walking and transportation
- Multi Moment Analysis-make value add work visible

**1000 Morning Refreshment and Networking Break**

**1115 Session Six - Principles of Flow Production: One-Piece-Flow**

- How to minimize Lead-Time and waste and improve the transparency of production processes
- Function of traditional planning systems
- Classification of planning methods regarding "Push" and "Pull"
- The way to a synchronized flow production

**1200 Networking Luncheon**

**1330 Session Six - Principles of Flow Production: Value Stream Design**

- The history of Value Stream Design
- What is the difference between Value Stream Analysis and Value Stream Design
- The benefits of using Value Stream Design Method
- The 7 steps of a structured recording of a Value Stream
- Customer tact as a production pace maker
- How to overcome obstacles of Flow

**1500 Afternoon Refreshment and Networking Break**

**1530 Session Seven – Design of Assembly-and Manufacturing Systems**

- Creation of high value by using the 8 principles of assembly
- Chaku-Chaku lines for effective Flow Production
- Increase operator productivity by using Flexible Manpower Systems
- Think small- single process machines an advantage inside Lean Production Systems
- Balancing by using Yamazumi Board-the basis of efficient production
- Poka Yoke-design robust processes
- Case study-application of Flow Production

**1615 Session Eight - Lean Logistic (Line Back method):**

- Positive effects on assembly due to new approach of logistic processes
- The 4 principles of Lean Logistic
- Standardized methods of internal logistic
- Function of Kanban and concept of Supermarket

**1700 Closing Remark and End of Conference**

What to expect:

**Charles Xie, Principal of Mercedes-Benz Technology Consulting**

Come with an open mind and get ready for an energetic experience. Find out what the key things are for the lean Production and how to implement the lean tools. Learn real practical ways to achieve success, not just theory.

**Mr. Charles Xie is someone who will share what he has used himself and what he has seen others do, so you can learn from his experiences and adapt them to your situation. You will walk away with many lean valuable tools and points that can be implemented tomorrow. He will also help you to understand the lean key philosophy and principles. Make Production Management excellence a key success area for your company and take a holistic view of your company and how Manufacturing and Production Management fits into the strategic plans.**

The presentations and discussions will be centered on the lean production how to measure and improve quality, efficiency and cost.

**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 **Whitney Shen** on **+86 28 8532 7678** or email [whitney.shen@martinlinking.net](mailto:whitney.shen@martinlinking.net) to discuss further possibilities.

**Workshop Schedule**

**Day One & Two**

0830 Registration and coffee

0900 Workshop commences

1045 Morning refreshments

1115 Workshop re-commences

1200 Luncheon

1300 Workshop commences

1500 Afternoon refreshments

1530 Workshop re-commences

1700 Workshop concludes

# 精益生产培训

这是一个为期两天的培训以协助生产管理人员和工厂管理人员在制造型企业的生产管理中采用精益的方法。这次培训将提供给您许多能拿走即用的和久经考验的理念和工具以改善您的生产过程。

中国上海

2011年3月21-22日



您的国际培训师:

**Charles Xie**, 首席咨询师, 梅赛德斯奔驰技术咨询

- ✓ 一个具有 15 年以上经验的持续改善 (Kaizen) 培训专家。
- ✓ 他的专业经验包括工艺工程, 质量管理, 供应链管理, 内部持续改善和精益咨询。
- ✓ 在世界知名国际性企业拥有超过 10 年管理经验。
- ✓ 为财富 500 强企业进行精益咨询, 如日立 (Hitachi), 住友 (Sumitomo), 富士康 (Foxconn) 等。

他的讲座及培训都非常受欢迎, 他的实际经验交流和建议多年来对许多公司都有很高的价值。他有多年的公开演讲和培训经验。

拥有以下行业的全面知识:

- ✓ HDD 生产
- ✓ 机械加工行业
- ✓ 电子/液晶显示器的生产
- ✓ 小批量生产装配线
- ✓ 工程/工具制造生产车间的单件生产

精通以下理论和方法:

- ✓ 精益生产系统
- ✓ 价值流分析和设计
- ✓ 生产能力的提高(持续改善)
- ✓ 看板 (Kanban) 的实现
- ✓ 过程和质量最优化(TQM、TPM)
- ✓ 现场管理

这次培训将在以下方面给您帮助:

- ✓ **精益生产的发展:** 汽车行业和丰田生产系统的历史
- ✓ **精益原则:** 14 条精益生产的基本原则以帮助您理解精益理念
- ✓ **七种浪费:** 通过现场管理和行政管理来帮助您清楚了解七种浪费
- ✓ **增值和非增值的活动:** 帮助您了解通过三个标准来确定哪些是增值和非增值的活动
- ✓ **5S 管理:** 如何建立和实施有效的 5S 管理
- ✓ **解决问题:** 帮助您了解世界 500 强企业解决问题的流程, 如 A3 报告的流程
- ✓ **标准化:** 标准化的原因以及如何编写标准作业表。
- ✓ **单件流:** 这是增加提前期和提高质量及效益的关键方法
- ✓ **价值流映射:** 如何绘制当前价值流图, 找出改进的机会
- ✓ **设计制造系统:** 帮助你理解制造系统的关键
- ✓ **精益物流:** 理解精益物流的 4 项原则, 内部物流的标准化方法, 看板的功能和超市的概念

## 课程预问卷

为了确保这一课程正是适应了您的需求, 培训师将通过它来评估您的知识, 经验和需要。

0830 签到和早茶

0900 培训介绍

0930 第一节 - 生产系统的历史/精益企业的基本概念:

- 丰田的成功故事，成为同类最佳
- 亨利福特先行的流程优化
- 丰田生产系统“家”的概念
- 实现精益企业的 14 条原则
  - ✓原则1. 立足于长远哲学的管理决策，即使以短期财务目标为代价。
  - ✓原则2. 创建一个持续的过程流动，使问题浮出水面。
  - ✓原则3. 使用“拉”系统，以避免生产过剩。
  - ✓原则4. 平衡工作量（平准化）。（工作像乌龟般稳定，不似野兔般不稳定。）
  - ✓原则5. 建立一个停下来解决问题的文化，要在第一时间获得质量。
  - ✓原则6. 标准化的工作和流程是持续改进和员工授权的基础。
  - ✓原则7. 使用可视化控制，这样没有问题是隐藏的。
  - ✓原则8. 只使用可靠，经过彻底测试的对员工和流程有益的技术。
  - ✓原则9. 培养彻底了解工作，奉行公司哲学并教给他人的领导人。
  - ✓原则10. 开发跟随你的公司哲学的优秀人才和团队。
  - ✓原则11. 尊重你众多的合作伙伴和供应商，通过挑战他们来帮助他们改善。
  - ✓原则12. 亲自到现场观察以彻底了解情况（现地现物）。

1045 上午茶歇和人际交流

✓原则13. 做决策的过程要慢，要通过协商，充分考虑每个方面；决定的实施要迅速。

（nemawashi-根回）。

✓原则14. 通过不断反思成为学习型组织（hansei-反思）和持续改进（kaizen-改善）。

1115 第二节 - 仿真—精益生产原则:

- 车间仿真
- 如何稳定生产
- 如何将成果转移到你的公司

1200 午餐及人际交流

1330 第二节 - 仿真—精益生产原则:

- 车间仿真-跟进

1500 下午休息和人际交流

1530 第三节 - 7 种类型的浪费/ 5S 方法

- 持续改进的方法是消除浪费的关键
- 如何减少非增值工作
- 7 种浪费和典型的例子
- 5S-如果应用方式正确将是精益生产的根本

第四节 - 标准化是一个关键:

- 如何通过使用标准以实现可持续的成果
- 如何使用标准工作表确保稳定的流程
- 对在生产系统中对标准的典型误解

1700 结束语，第一天结束

关于马汀令可

马汀令可商务咨询计划每年组织超过 80 场的培训和会议，与全球 1000 强公司的高层经理一起提高他们的商务战略，满足他们的学习和培训需求。并且我们在不断成长。

我们邀请领先企业的管理者，决策者和创新者在我们的活动中分享他们的思想观念，最佳商业实践和新技术。我们致力于为我们的客户提供即刻可用的前沿信息。我们不断地研究和聆听所有行业的声音来保证我们提供商业信息是及时和前沿的。



0830 签到和早茶

0900 培训介绍

0930 第五节 - 去看:

- 走动查找浪费的方法
- 用面条图以确定由于行走和运输造成的浪费
- 多矩阵分析-使增值工作可视化

1000 上午茶歇和人际交流

1115 第六节 - 流水生产的原则: 单件流

- 如何减少交付周期和浪费, 提高生产过程的透明度
- 传统计划系统的功能
- 把计划方法分类为“推”和“拉”
- 同步流水生产的方式

1200 午餐及人际交流

1330 第六节 - 流水生产的原则: 价值流设计

- 价值流设计的历史
- 价值流分析和价值流的设计的差异
- 利用价值流设计方法的好处
- 一个价值流结构记录的7个步骤
- 作为一个制造商的客户技巧
- 如何克服流的障碍

1500 午间休息及人际交流

1530 第七节 - 装配和制造系统的设计

- 利用装配线的8项原则来创造高附加值
- 有效流水生产的一步接一步 (Chaku-Chaku) 的生产线
- 提高利用灵活的人力管理系统提高操作人员的生产效率
- 把小的单一的流程机器作为在精益生产系统中的有利因素
- 通过使用 Yamazumi 板进行平衡-高效率的生产的基础
- 防差错系统 - 设计强健的流程
- 案例研究 - 流水生产的应用

1615 第八节 - 精益物流 (回线方法):

- 由于物流过程的新方法对装配的积极影响
- 精益物流的四原则
- 内部物流的标准化方法
- 看板的功能和超市的概念

1700 结束语, 会议结束

您所期望的:

**Charles Xie, 首席咨询师, 梅赛德斯奔驰技术咨询**

以开放的心态来吧, 准备得到一个积极的体验。弄明白什么是精益生产的关键事情及如何实现使用精益工具。了解取得成功的真正切实可行的方法, 不只是理论。

Charles Xie 先生是一位愿意分享他自己使用的和他所看到别人使用的方法的人, 这样你就可以从他的经验中学到很多并把这些根据您的具体情况加以运用。你会得到许多宝贵的工具, 并可以在明天马上使用。他将帮助你理解精益生产的理念和原理。使生产管理成为贵公司取得成功的关键领域, 并对贵公司有一个整体的观点以及如何使制造和生产管理融入您的战略计划。

专题介绍和讨论将集中在精益生产如何衡量和提高质量, 效率和成本。

内训方案

如果公司有许多人有类似的培训需要, 那么你不妨考虑内部培训的解决方案。

培训将在贵公司现场举行。并且培训可以根据您具体的要求来进行

请联系 **Whitney Shen** 来讨论合作的可能:

电话: **+86 28 8532 7678**

电邮: **whitney.shen@martinlinking.net**

培训时间表

第一天和第二天

0830 签到和早茶

0900 培训开始

1045 上午休息

1115 培训继续

1200 午餐

1300 培训开始

1500 下午休息

1530 培训继续

1700 培训总结

# Lean Production Workshop

SH20110321-Sales Contract-Please Complete in Capital Letters and Black Ink

## Sales Contract

Please complete this form immediately and fax back to

Whitney Shen

Fax No: +86 28 8532 6768

## Fee Per Delegate

Two Day Training Fee US \$1395 per person

All the registered delegates are entitled for a set of documentation free of charge

DOCUMENTATION US \$300

If you are unable to attend the conference/training but wish to receive copies of the conference/training documentation, please complete the sales contract, tick this box and return the contract with payment details.

Full Payment is required within 5 working days

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Organisation: \_\_\_\_\_

Address: \_\_\_\_\_

Town: \_\_\_\_\_ State: \_\_\_\_\_ Postcode: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

Nature of Business: \_\_\_\_\_

Company Size:  1-99  100-249  250-499

500-999  1000+

## Authorization

(Signatory must be authorized to sign on behalf of contracting organization.)

Name: \_\_\_\_\_

Position: \_\_\_\_\_

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

**This booking is invalid without a signature.**



## Register Now

Contact: Whitney Shen

Tel: +86 28 8532 7678

Fax: +86 28 8532 6768

Email: whitney.shen@martinlinking.net

## Business Opportunities

An exhibition space is available at the conference. Sponsorship opportunities covering lunch, evening receptions and advertising in documentation packs are also available. Please contact Ms. Whitney Shen at +86 28 8532 7678.

## Payment Method

**Our payment terms are 5 working days on receipt of invoice and full payments can be made by bank transfer.**

开户名: 成都马汀令可商务咨询有限公司

开户行: 中国工商银行成都市暑袜南街支行

账号: **4402928009022523952**

**CONFIRMATION DETAILS:** After receiving payment, a receipt will be issued. If you do not receive a letter outlining the conference details two weeks prior to the event, please contact the Conference Coordinator at Martin Linking.

## Terms & Conditions:

1. Fees are inclusive of program materials and refreshments.
2. Payment Terms - Following completion and return of the registration form, full payment is required within five (5) working days upon the issuance of invoice. Payment must be received prior to the conference/training date. A receipt will be issued on payment. Due to limited conference/training seats, we advise early registration to avoid disappointment. We reserve the right to refuse admission if payment is not received on time.
3. Client's Cancellation/substitution - Provided the total fee has been paid, client's cancellation must be received in writing by MAIL or FAX four (4) weeks prior to the event in order to obtain an 85% credit to attend for any future **Martin Linking** Events. Under such circumstances, **Martin Linking** will retain the other 15% service fee to cover expenses for prior cost that has already been incurred upon the acceptance of registration. All bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by **Martin Linking**.
4. If, for any unexpected circumstances or reasons that **Martin Linking** decides to postpone this event, the client hereby indemnifies and holds **Martin Linking** harmless from any cost incurred in by the client. The event fee will not be refunded, but can be credited to future **Martin Linking**' s events. **Martin Linking** reserves the right to change the content without notice.
5. Copyright etc. - All Intellectual Property rights in all materials produced or distributed BY **Martin Linking** in connection with this event is expressly reserved and any unauthorized duplication, publication or distribution is strictly prohibited.
6. Important note: In the event that **Martin Linking** permanently cancels the event for any reason whatsoever, (Including, but not limited to any force majeure occurrence) and provided that the event is not postponed to a later date nor is merged with another event, the client shall receive a refund for the amount that the Client has paid to such permanently cancelled event.