

# Production Delicacy Improvement and Manufacturing Cost Reduction

Combined with the practical needs of enterprises, help plants more effectively pass through the temporary winter, strengthen foundation management, and improve enterprise's constitution.

Shanghai, China  
18<sup>th</sup> & 19<sup>th</sup>, November, 2010



## Trainer: Bin Li

He had been senior production executives, production center part-time trainer, core team member of TPM activities, and internal trainer in a well-known multinational company. In early 2000, changed from production management to specialize in providing education and training to production operations related staff, the main job was to provide training to nationwide sub-companies, the core suppliers and other related enterprises; after that he worked as part-time trainer, training consultant in School of Management of a domestic enterprise.

From July 2002, he worked as a professional trainer, cooperated with a number of management consultant companies engaged in management training nationwide, including internal training and public courses. As a project manager and core members, he worked with other project team members co-counseling enterprises including machinery, beer industries, etc., in which the TPM activities for a well-known enterprises in Tianjin achieved remarkable results: the downtime rate of the demonstration equipments reduced and stabilized at 1/20 of the original level, with an average increase of nearly 12% in production capacity and average savings of more than 1 million per month. Other production lines' efficiency had also been improved, the demonstrated production line's OEE increased by nearly 15%.

Mr. Li advocate training concept of "happy to learn and enjoy work", pursue of practical learning concepts of "learner-centered, easily understood, can remember, usable". Since engaged in professional training, more than 13,000 students attended his public courses, some typical clients include Bohai Shipyard of PetroChina, Dalian ITT Flygt Pump, ABB Shanghai, LG Chemical, LG Tongchuang, SGENEC, Tianjin Denso air-conditioning, Hisense mobile phone, Uni-President Enterprises Corp., SMC (China), Lenovo Computer, Gates Unitta, Chery Auto, Samsung, Siemens, Pepsi-Cola China, SONY Chemical, Timken, Sun Machinery, Liufeng Machinery, Sumitomo Electric, Flextronics, Suzhou Metrologic, Huiyuan Juice, Red Bull drinks, Qingdao Beer, 999 medicine, Lanbao pharmaceuticals, Shanghai Yongda elevator, Japanese state printing, Panasonic Communications, Daewoo Heavy Industries, Huaqiang Sanyo Dalian, Shenyang Astron chemical, Howden Weihai, etc.; Up to now has completed more than 230 in-house trainings for companies such as: Sany Heavy Industry, Shanghai Maglev, Dongfeng Honda Engine (Guangzhou), Dongfeng Honda Automobile Parts (Huiyang), Yutong Bus (Luoyang plant), Shandong aluminum plant of CHINALCO, Shanxi Aluminum Plant, Danjiangkou aluminum of Hanjiang Group, Tradex Converting Co., Ltd., Wuxi Lihu Impeller, Asiatrak Tianjin, Qinhuangdao Dicastal Wheel, Yantai Timken, Yuasa Battery (YUASA), Punch Industry (Dalian), Philips Lighting, Makita China (Kunshan), Tianwei Baobian Group (Baoding), Tianjin Tianhai synchronizer, Suzhou Grande Electronics, China-Arab fertilizer, Weishen pharmaceuticals of CSPC, Zhongnuo pharmaceutical, Taishan beer, Swire Coca-Cola, Perfect China, Nanjing Phoenix Contact, Guangzhou Pusheng Speakers, Guangdong Jinsha Paints, Sate-Lite (Foshan) Plastics, ECCO (Xiamen), Quanzhou Xinhuanghe Clothing etc.

## Lead-in:

**Overview of coping strategies of the manufacturing enterprises under the current financial turmoil**  
**Some enterprises:**

3 days' working and 4 days' holiday, ask employees to take a long vacation, disguised job cuts, executives take the initiative to reduce salary, full salary frozen etc.

**Some other enterprises:**

Intensify efforts for self-strengthening - train key management personnel

Intensify efforts for self-strengthening - focus on reducing costs

Intensify efforts for self-strengthening - focus on strengthen foundation management

Crisis: coexistence of risk and opportunity

Enterprises' prior plans to pass the economic winter and case study

## Who Should Attend:

1. Workshop Director and above middle to high level executives, reserve managers.
2. Production related (equipment, technology and quality etc.) middle to high level executives, reserve managers.
3. Production cost accounting related managers.

**Training duration: 2 days**

## Training Features:

- Learner-centred, pay attention to the participation of trainees;
- Combine practical case studies and well-designed games, advocate discovery learning;
- Good at interpretation of the complex and boring content to simple and vivid.

## 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 65521255** or email [whitney.shen@martinlinking.net](mailto:whitney.shen@martinlinking.net) to discuss further possibilities.

## 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.

**Case: Talking from Toyota's CCC21 (Construction of Cost Competitiveness 21st Century)**

**Section 1. Factories' Delicacy Management and low-cost competitive advantage (2.5 hours)**

**1. Analysis of Delicacy Management and cost reduction and competitive advantage**

Quintessence of Delicacy Management  
Two basic competitive strategies of enterprises - differentiation and low cost  
Analysis of factory profit model  
Managerial focus of low cost  
Case Study

**2. Cost concept based on work activities**

Cost and profit viewpoint of production managers  
The premise of onsite cost control - loss analysis  
Cost analysis based on work activities – ABC method  
Drivers of cost and optimization of work activities  
Case analysis and group discussion

**Section 2. Delicacy analysis of manager's daily management and loss improvement (3.5 hours)**

**1. Reconsider the role of managers**

Three basic roles of good managers  
Subordinate's behavior is the result of managers' management  
Achieve management performance through subordinate's behavior

**2. Staff cultivation and training**

**Questions and discussion:**

**What are missing in our staff's ability development? What is the cost of management behind?**

Three elements of staff training  
Position ability needs and staff ability assessment  
Pre-job training to meet job requirements  
On-job-training to improve work efficiency and carry out work improvement (OJT)  
Personnel training and position reserve system (one person have many skills and one position have reserved persons)  
How to determine key positions - Several factors must be considered  
Implement corporate culture through daily management – cultivate philosophy, behavior and habit

**3. Staff training and education**

Four phases of preparation of staff training  
Four steps of training implementation and job guide  
Compile necessary training materials  
Review of effect of staff training and PDCA cycle  
Cases: OPL application

**4. Performance management and cost reduction**

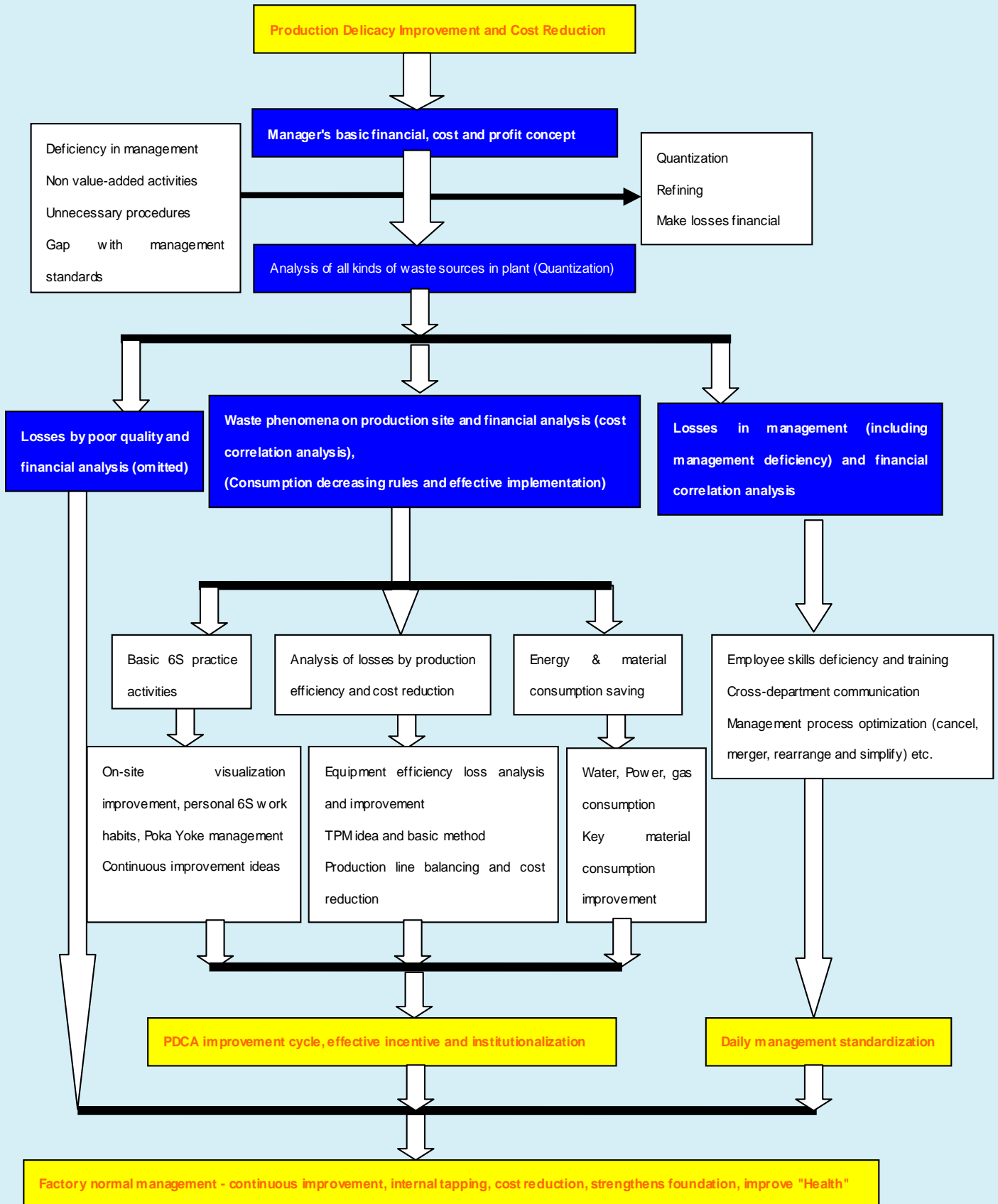
Discussion: our misunderstanding on performance management  
Staff training with performance improvement as the core  
Performance Plan & Performance Assessment -  
Performance interview & Performance Improvement  
Group scenario exercises and comments

**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.

Training Logic:



**Production Delicacy Improvement and Manufacturing Cost Reduction**

**Section 3. On-site delicacy improvements and loss analysis (5 hours)**

**1. Find waste source in production and analysis related cost**

Types of waste of production  
Establishment of waste and cost association table

**2. Foundation of on-site delicacy improvement - 6S practice**

**Discussion: What's the core mean of 6S? What's our current status of practice of 6S?**

Meaning and practice of Sort and Set in Order  
Misunderstanding of the meaning of Shine - Shine is point inspection  
"Standardize" is standardization  
Sustain is cultivation of people's habit  
Safety management = Behavior Safety + Operational Safety + Proper Management  
On-site 6S, 6S of warehouse  
6S of office  
Visual management and 30 seconds principle  
Legend learning  
Discussion: How to practice 6S?

**3. Analysis of improvement of on-site efficiency losses**

**(1) Discussion: factors affecting on-site efficiency and phenomena?**

Improve production capacity  
Data collection and analysis

**(2) Losses based on equipment efficiency and cost improvement**

The basic structure of device management: emergency repairs, preventive maintenance and partial improvement  
The basic idea and method of TPM  
Co-operation between operators and professional staffs

Operator's own point inspection and maintenance (why, how, management standardization)  
Professional staff's planned maintenance and improvements (performance indicators, maintenance log, participate in development)

**Case - standard working hour's calculation of maintenance work and its impact on cost**

Spare parts management and its impact on cost  
Discussion: spare parts management improvement strategies

**Video learning and case study**

**(3) Analysis and improvement of production line balance loss**

Bottleneck theory and effective output  
Partial loss and overall loss  
Production load and OP Chart analysis  
Calculation and analysis of equilibrium rate  
Layout improvement and cost reduction  
Case study- improvement of U-type layout  
Practice discussion and analysis

**(4) Single Minute Exchange of Die (SMED) method**

Status of multi-variety and small batch manufacturing and loss of change over  
Distinguish between Internal operations and operations outside the line  
Eight steps of SMED  
Case Study - How to quickly change over  
Discuss practical issues in enterprise

**4. Analysis of other losses and improvement activities**

Elements of cost and classification  
Improvements activities on energy and material consumption  
Case study

**Section 4. Practices of delicacy management and PDCA cycle (1 hour)**

Put Delicacy into effect  
Formation effective incentive mechanism  
Campaign technique  
Standardization - maintain, maintain, maintain  
Form habits - shape culture of improvements  
Full participation in the improvement – put the rationalization and improvement proposals into effect

**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

# 生产精细化改善与制造成本降低

结合企业实际需要，帮助工厂更有效地度过暂时的寒冬，夯实基础管理，改善企业体质。

上海，中国

2010年11月18日至19日



### 培训师:

李斌

曾经担任著名跨国企业高级生产主管，生产中心兼职培训师，TPM 活动小组核心成员，内部培训师。2000年初，从生产管理转向专门对生产运作相关员工进行教育训练，主要工作是在全国范围内相关兄弟公司、核心供应商及其他关联企业实施培训；后在国内企业管理学院担任兼职培训师、培训顾问。

2002年7月始作为职业培训师，与多家管理顾问公司合作，全国范围内从事管理培训工作，包括内部培训和公开课培训。作为项目经理和核心成员，与项目组成员共同辅导的企业包括机械、啤酒等，其中天津某著名企业的 TPM 活动，取得显著效果：示范设备故障停机率降低并稳定在原来的 1/20，平均产能提升接近 12%，月平均节约 100 多万元，其他生产线效率也得到改善，示范生产线的 OEE 水平提高近 15%。

李老师倡导“快乐学习、享受工作”的培训理念，追求“以学员为中心、听得懂、记得住、用得上”的实用学习理念。从事职业培训以来，公开课学员累计已超过 13000 人，部分代表性客户如中石油渤海修船厂、大连ITT飞力泵业、上海 ABB、LG 化学、LG 同创、北京首钢日电、天津电装空调、海信手机、统一工业、SMC（中国）、联想电脑、盖茨优霓塔、奇瑞汽车、三星电子、西门子、百事可乐中国、索尼凯美高、铁姆肯、太阳机械、六丰机械、住友电工、伟创力电子、苏州码捷、汇源果汁、红牛饮料、青岛啤酒、三九药业、蓝宝制药、上海永大电梯、日邦印刷、松下通信、大宇重工、大连华强三洋、沈阳阿斯创化工、威海豪顿华工程等；截止目前入厂内部培训企业已完成230多家，服务的部分代表性客户如：三一重工、上海磁悬浮、东风本田发动机（广州）、东风本田汽车零部件（惠阳）、宇通客车（洛阳工厂）、中国铝业集团山东铝厂、山西铝厂、汉江集团丹江口铝业、特瑞胶黏配件有限公司、无锡蠡湖叶轮制造、亚实履带天津公司、秦皇岛戴卡轮毂、烟台铁姆肯、汤浅蓄电池（YUASA）、大连盘起工业、飞利浦照明、牧田中国（昆山）、天威保变集团（保定）、天津海海同步器、苏州群鑫电子、中国-阿拉伯化肥、石药集团维生制药、中诺制药、泰山啤酒、太古可口可乐、完美中国、南京菲尼克斯电气、广州普笙音箱、广东鲸鲨油漆、顺德赛特莱特塑胶制品、厦门ECCO（丹麦）鞋业、泉州新黄河服装等。

### 引题:

#### 当前金融风暴下制造业应对策略一览分析

##### 一些企业:

上三休四制、员工放长假、变相裁员减员、高管主动降薪、全员免加薪……

##### 还有一些企业:

- 加紧练内功—培训骨干管理人员
- 加紧练内功—集中时间内部挖潜降低成本
- 加紧练内功—集中精力夯实基础管理
- 危机：危险与机遇并存

#### 企业过冬方案的优先考虑与案例分析

### 培训对象:

- 1、车间主任及以上中高层主管、后备培养主管参加。
- 2、生产相关环节（设备、工艺、品质等）的中高层主管、后备培养主管参加。
- 3、生产成本核算相关主管参加。

### 培训时间: 2天

### 培训特点:

- 以学员为中心，注重学员的参与；
- 实务案例分析与精心设计的游戏相结合，倡导启发式学习；
- 培训中听得懂、培训后记得住，这样才能学得会  
---- 擅长把枯燥复杂演绎得生动简单。

### 内训方案:

如果公司有很多人有着类似的培训需要，那么您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 6552 1255**

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

### 课前问卷调查

为了使这一课程真正适合您的需求，培训师将会评估你现有的知识，经验和需求。



# 生产精细化改善与制造成本降低

案例：从丰田汽车的 CCC21 (Construction of Cost Competitiveness 21st Century) 说起

单元一、工厂精细化管理与低成本竞争优势 (2.5 小时)

## 1、精细化与成本降低和企业竞争优势分析

- 精细化管理思想的精髓
- 企业的两种基本竞争战略-差异化与低成本
- 工厂盈利模式分析
- 低成本的管理重点
- 案例分析

## 2、基于作业活动的成本观

- 生产主管的成本观与利润观
- 现场成本控制的前提—损失分析
- 基于作业活动的成本分析方法-ABC 成本
- 成本动因与作业活动优化
- 案例分析与小组讨论

单元二、主管日常管理的精细化分析与损失改善 (3.5 小时)

## 1、重新认识管理者的作用

- 优秀管理者的三个基本作用
- 下属的行为是主管管理的结果
- 通过下属行为实现管理绩效

## 2、员工的培养与训练

问题与讨论：

我们在员工能力开发方面有哪些缺失？背后隐藏的管理成本知多少？

- 员工培养的三要素
- 岗位能力需求与员工能力评估
- 岗前培训以胜任岗位工作需要
- 在岗培训以提高效率开展工作改善 (OJT)
- 人才培养与岗位储备制度 (一人多能一岗多人制度)
- 如何确定关键岗位—必须考虑的几个要素
- 通过日常管理贯彻公司文化-理念、行为与习惯养成

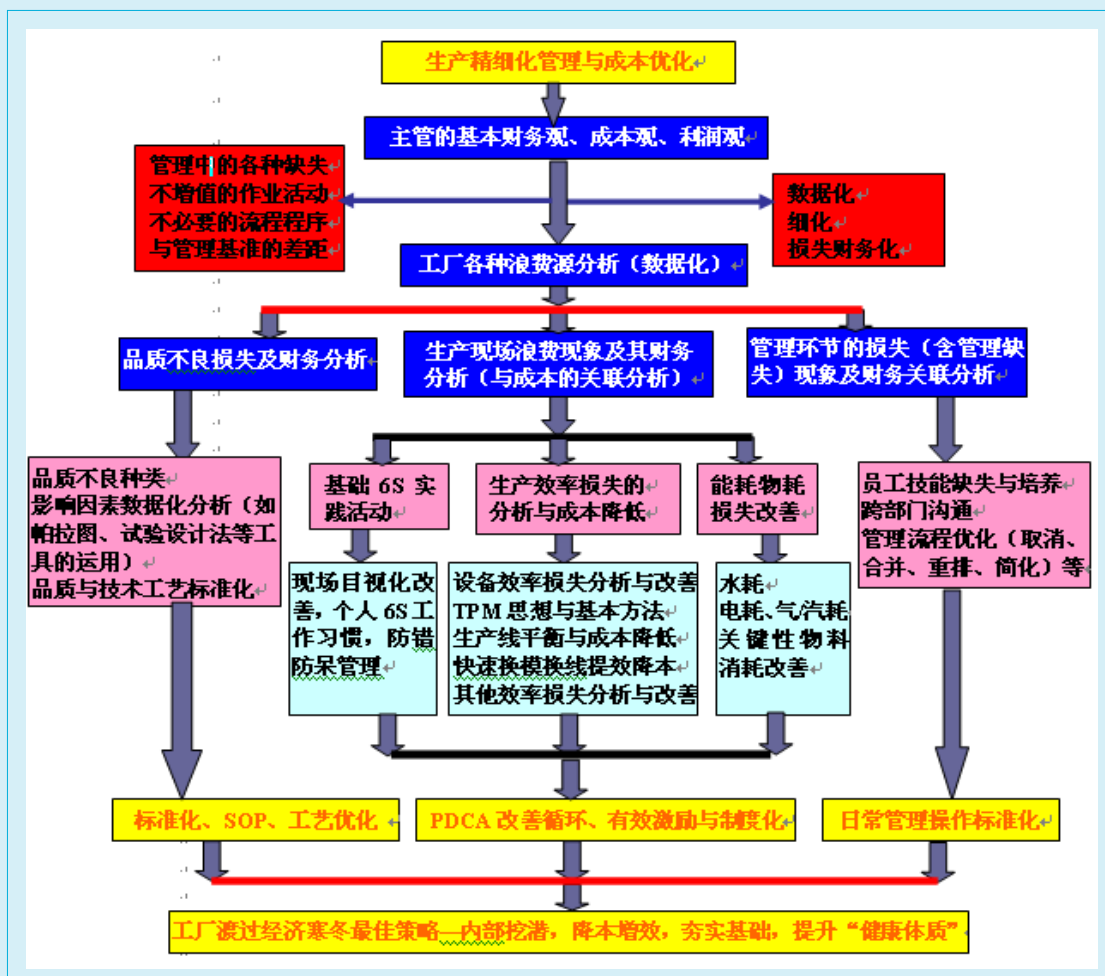
## 3、员工培养与教育训练

- 员工培养准备工作的四阶段
- 培训实施与工作指导的四个步骤
- 必要的培训教材编写
- 员工培训的效果检讨与 PDCA 循环
- 案例：OPL 应用实例

## 4、绩效管理与成本降低

- 讨论：我们在绩效管理上的认识误区
- 以绩效提升为核心的员工培养
- 绩效计划--绩效考核—绩效面谈-绩效改善计划
- 小组情景演练与点评

培训逻辑：



# 生产精细化改善与制造成本降低

## 单元三、现场精细化改善与损失分析 (5 小时)

### 1、生产中的浪费源寻找与成本关联分析

生产中的浪费现象种类分析  
建立浪费现象与成本关联表

### 2、现场精细化改善的基础-6S 实践

**问题讨论：6S 的核心含义？我们实践 6S 的现状？**

整理、整顿的含义及实践  
清扫的含义与误区—清扫就是点检  
清洁就是标准化  
素养就是人的习惯养成  
安全管理=行为安全+操作安全+管理到位  
现场的 6S、仓库 6S  
办公场所的 6S  
目视化管理与 30 秒原则

图例学习

问题讨论：如何实践 6S？

### 3、现场效率损失的改善分析

**(1) 讨论：影响现场效率的因素和现象？**

产能提升改善  
数据收集与分析

**(2) 基于设备效率的损失与成本改善**

设备管理的基本架构：紧急维修、预防保养与局部改良

TPM 的基本思想与方法

操作人员与专业人员的分工合作

操作工的自主点检与保养（为什么、如何操作、管理标准化）

专业保养人员的计划保养与改良改善（绩效指标、维修履历、参与开发）

**案例—维修作业标准工时核算及其成本影响**

备品备件的管理及其成本影响

讨论：备件管理的改善对策

录像学习与案例分析

### (3) 生产线平衡损失分析与改善

瓶颈理论与有效产出  
局部损失与全局损失  
生产负荷与 OP Chart 分析  
平衡率计算分析  
布局方式改善与成本降低  
案例学习—U 型布局改善  
实务讨论分析

### (4) 快速换模换线 SMED 方法

多批少量的现状与换型损失分析  
内作业与线外作业区分  
SMED 八个步骤  
**案例分析—如何快速换型**  
企业问题分析讨论

### 4、其他损失分析与改善活动

成本的构成要素与分类  
能耗、物耗方面的改善活动  
案例学习

## 单元四、精细化管理实践与 PDCA 循环 (1 小时)

精细化落到实处  
形成有效的激励机制  
造势的技巧  
标准化-维持，维持，维持  
习惯化-改善文化的塑造  
全员参与的改善--把合理化建议、改善提案落到实处

### 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的及时性和前沿性。

### 培训时间表——第一天和第二天

0830 签到及早茶  
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

# Production Delicacy Improvement and Manufacturing Cost Reduction

SH10041-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 6552 1233

## Fee Per Delegate

Two Day Training Fee RMB 7995 per person

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

DOCUMENTATION RMB 500

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

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Fax:+86 28 6552 1233

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 6552 1255.

## 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:

- Fees are inclusive of program materials and refreshments.
- 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.
- 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**.
- 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.
- 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.
- 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.