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
18th&19th, 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 consulting 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 Tongchuan, SNEC, Tianjin Denso air-conditioning, Hisense mobile phone, Uni-President Enterprises Corp., SMC (China), Lenovo Computer, Gates Unitta, Cherry Auto, Samsung, Siemens, Pepsi-Cola China, SONY Chemical, Timken, Sun Machinery, Liefeng 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, Huajiang 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 CSCPC, 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 to discuss further possibilities.
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.
Production Delicacy Improvement and Cost Reduction

Manager's basic financial, cost and profit concept

- Quantization
- Refining
- Make losses financial

Analysis of all kinds of waste sources in plant (Quantization)

- Deficiency in management
- Non value-added activities
- Unnecessary procedures
- Gap with management standards

Waste phenomena on production site and financial analysis (cost correlation analysis), (Consumption decreasing rules and effective implementation)

- Losses in management (including management deficiency) and financial correlation analysis

Losses by poor quality and financial analysis (omitted)

Basic 6S practice activities

- On-site visualization improvement, personal 6S work habits, Poka Yoke management
- Continuous improvement ideas

Analysis of losses by production efficiency and cost reduction

Equipment efficiency loss analysis and improvement

- TPM idea and basic method
- Production line balancing and cost reduction

Energy & material consumption saving

- Water, Power, gas consumption
- Key material consumption improvement

Employee skills deficiency and training

- Cross-department communication
- Management process optimization (cancel, merge, rearrange and simplify) etc.

PDCA improvement cycle, effective incentive and institutionalization

- Daily management standardization

Factory normal management - continuous improvement, internal tapping, cost reduction, strengthens foundation, improve "Health"
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

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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

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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

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。从事职业培训工作以来，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、天津飞马等，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%。

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

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，培训师将会评估您现有的知识、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、精细化与成本降低与企业竞争优势分析
   精细化管理思想的精髓
   企业的两种基本竞争战略—成本与低成本
   工厂盈利能力分析
   成本动因与作业活动优化
   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
   现场成本控制的前作为—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、重新认识管理者的角色
   优秀管理者的三个作用
   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
   员工的培训
   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有多少？
   员工培训的三要素
   岗位能力需求与员工能力评估
   岗前培训以适应岗位工作需要
   在岗培训以提高效率开展工作改善（OJT）
   人才培训与岗位储备制度（一人多能—多岗一人制度）
   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、绩效管理与成本降低
   员工绩效管理工作的四个阶段
   培训实施与工作指导的四个步骤
   员工培训效果的定期检查与 PDCA 循环
   案例：OPL 应用实例

问题与讨论：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：
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
   多批次的现状与转换损失分析
   内作业与外作业区分
   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）
   精细化落到实地
   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、改善提案落实到实处

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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.

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Position: ___________________________
Signature: ___________________________ Date: __________

This booking is invalid without a signature.

Register Now
Contact: Whitney Shen
Tel: +86 28 6552 1255
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

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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.
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