



ICBE Lean Symposium – March 30th & 31st, 2010

Parallel Sessions

March 30th: 10.45am – 12.15pm

Session A: Shannon Aerospace presents the results/outcomes of the recent Practical Problem Solving “Train the Trainer” programme incorporating A3 Reporting

The Deep Dive into the Toyota Production System Practical Problem Solving Development Process is a pilot project that ran between August and December 2009 and encompassed Train the Trainer, virtual mentoring & certifying a panel of experts over a period of 90 days.

Ken Kreamle, General Manager-Production Engineering, Toyota Motors was in Shannon Aerospace on December 1st and 2nd to certify the participants of the programme as "a panel of experts" to cascade the Practical Problem Solving Development process throughout the entire organisation.

Session B: Lake Region Medical – Standard Work Implementation Case Study

In 2008, having started their lean journey five years earlier, Lake Region Medical would have held the belief that they had standard work in place. However since then they have discovered the difference between ordinary standard work (having procedures & practices in place) & *real* standard work (where the one best method is successfully captured & operator to operator variation is eliminated). *Real* standard work in Lake Region Medical has resulted in remarkable quality, efficiency & machine performance improvements as well as improved the operators knowledge & understanding of the job. Also, the application of standard work to the role of the Team Leader has resulted in replacing their day-to-day firefighting battle with a stable & predictable daily routine. If you are looking at introducing *real* standard work in your organization this is a case study you won't want to miss.

Session C: University of Kentucky – Deep dive into Strategy Deployment/Hoshin/Jishuken Room Set-up

This workshop will be facilitated by Ken Kreamle, Toyota Motors Executive in Residence, University of Kentucky

March 30th: 3.15pm – 4.45pm

Session D: Green Isle Foods – Lean/Six Sigma Case Study

In early 2009, Green Isle Foods identified the need to make dramatic improvements in their cost-effectiveness and embarked on a Lean/Six-Sigma journey. The main emphasis/focus was on improvement in Operations & Supply-Chain Performance. Other areas of focus were TEEP/OEE, Waste Elimination and Training/Education. The project was successful and exceeded expectations in terms of the results achieved. This session will give an overview of the approach used and the results achieved.

Session E: Bulmer's Lean Transformational Journey

C&C (Bulmer's) Clonmel embarked on a Lean journey 18 months ago. The main drivers for embracing the lean approach across the business was to formally address the non value added elements of work ingrained in our business over a number of years. The culture of the company prior to the launch of Lean was one of departments working in isolation and a non standard approach to work. We invested a lot of time at the launch of Lean to engage with people throughout the company and explain why the company was embarking on a lean journey and the positive impact it would have on peoples day to day activity i.e. help remove the niggles. As a foundation stone we implemented standardised work through 6S workshops throughout the company. This was followed up with Value Stream Mapping workshops of key business processes as well as Precision Changeover workshops. Looking back over the 18 months, we implemented what one could describe as a proven path to Lean. This could be a good discussion point for one of the break out sessions in the workshop? A key ingredient of our successful journey to date was the appointment and training of 2 internal CI coaches. Join us to learn more about our journey so far and the sustainable benefits achieved to date.

Session F: Deep Dive into how to get buy-in from your workforce

This workshop will be facilitated by Pete Gritton, former Vice President of Human Resources for Toyota Engineering and Manufacturing for North America (TEMA)

March 31st - 9am: The Shingo Prize - A Principle centred approach to Operational Excellence

- § Learn what The Shingo Prize for Operational Excellence has learned from its 22 year experience of assessing and recognizing the very best implementers of Lean programs.
- § Understand the relationship between principles that create the “why” of Operational Excellence, business Systems that execute Operational Excellence, and tools that build operational excellence
- § Gain insights for how to appropriately engage your leadership team around building the culture of Operational Excellence, and
- § Become familiar with how The Shingo Prize recommends aligning Principles, values, behaviours, systems and tools to create a powerful and sustainable organizational transformation.

March 31st: 10.45am – 12.15pm

Session G: The Shingo Prize challenge and BAE Systems case study

- § How to challenge for the Shingo Prize, the steps required and the award structure.
- § BAE Systems Shingo Prize award journey, share their approach, experiences and success.

Session H: Lean in Admin/Shared Services Workshop & Case Study

United Utilities Water Plc has set itself the goals of becoming the top performing water company in the UK by 2013 and saving £40m by implementing Lean Thinking. Now, just over a year into our Lean transformation programme, we will share with you the significant progress that has been made by its Customer Services team towards these goals, demonstrating that Lean Thinking can deliver results in all business environments, not just manufacturing.

Session I: Leading edge Innovation: what is it? How does it link to Lean and Six Sigma?

This presentation will look at two key practices in innovation from companies and organisations at the leading edge of innovation. We will also look at the rising trend in service innovation and how service innovation techniques can be used to improve services inside a company, between departments (D2D), as well as supporting external customers (B2B and B2C). We will conclude with a look at how such innovation techniques compare to Lean and Six Sigma tools.