

The conference programme is varied and exciting and includes a full day of interactive full day and half day workshops as well as presentations and case studies from home and abroad.

Monday 21st September 2009 – WORKSHOPS – Cape Town International Convention Centre

As space is limited at some of the workshops it is imperative that you book your place prior to the 21st September in order to guarantee your attendance at the workshop of your choice.

Time	Workshop 1	Workshop 2	Workshop 3	Workshop 4	Workshop 5	Workshop 6
08:30-10:30	Applying Lean to Sales and Service <i>Dave Brunt, Lean Enterprise Academy, UK</i>	Making world class ducks - a thorough introduction to lean <i>Rose Atkinson & Hilton Mentor, CCI-Growthcon, RSA</i>	Sustaining the <i>lean</i> side of Change. How do you manage the 'softer' side of lean? <i>Ginty Chalk, Breakthrough Management Group, RSA</i>	Lean accounting: The new frontier of management accounting. <i>Nicola Luca Gianesin & Michael Sheriff. GC & Partners, Italy</i>	The Chain Gang game - an overall introduction to lean. <i>Norman Faull & Chipu Mupure. Lean Institute Africa, RSA</i>	Executing a lean strategy & the role of leadership. <i>Lorna Reid, House of Performance, RSA</i>
Tea	The content of this full day workshop includes the following:					
10:50-12:30	<ul style="list-style-type: none"> Defining the business problem and setting the agenda for change Defining value Value stream mapping in these environments Creating flow and pull in sales and service Making invisible work visible through standardised work The management implications for the approach 	<p>Lean? No idea what it means? Starting out or on the journey already? This workshop is for you. Delegates will learn about the basics of lean, and its application to a variety of industries, through an exciting and practically focussed game called "Making World Class ducks". Delegates will leave the workshop with a much better grasp of the principles of lean and its potential application back in their workplace. In addition, delegates will be introduced to the concept of "Kaizen methodology" and Lean in an administration environment, complete with a "hot off the press" case study presentation of this methodology as applied in a services based environment.</p>	<p>This simulation is an engaging and realistic computer-based learning tool, which is designed to help you increase your ability to implement a new initiative, providing you with a difficult challenge...to convince as many of the top managers to "adopt" this initiative and agree to support its implementation. It's a challenging mission that is guaranteed to give you the insight into sustaining change by using soft skills and tactics to succeed.</p>	<p>Lean accounting is a new approach to management accounting which achieves two objectives: simplicity and the capability to measure the true benefits of lean transformation. By attending this workshop you will learn:</p> <ul style="list-style-type: none"> Why traditional accounting is harmful to the lean transformation The principal methods of Lean Accounting How to approach the implementation of Lean Accounting. 	<p>The workshop is based on a practical exercise in which participants are requested to set up and run a production line to meet defined customer demand. Apart from demonstrating a number of lean tools, the workshop also illustrates a management style appropriate to "creating thinking people" – the core of the "Thinking Production System" (TPS)</p>	<p>Before embarking on the 'Lean Journey', managers need to understand how the Lean philosophy can aid them in implementing their business strategy, as well as what type of leadership behaviour will be required to effectively lead a 'Lean organisation'. Participants will be exposed to research conducted on Lean Leadership behaviour, how it can be related to strategy and gain insight into researched lean management values and tools that could be used in day to day business operations.</p>

LUNCH

	Workshop 1 continued	Workshop 2 continued	Workshop 7	Workshop 8	Workshop 9	Workshop 10
13:30-15:30	Applying Lean to Sales and Service continued.....	Making world class ducks - a thorough introduction to lean continued.....	From Modern Management to Lean Management in a Recession.	From Total Chaos to World Class	Growing a lean-based Business System – Integrating strategy and daily operations	The lean service experience
Tea			<i>Jim Womack. Lean Enterprise Institute, USA</i>	<i>Richard Harris & Chris Hewitt. VSC Solutions, RSA</i>	<i>John Vaughan-Jones, Fonterra, New Zealand</i>	<i>Andrew Richmond, House of Performance, RSA</i>
15:50-17:30			As indicated by the title, the workshop reviews and contrasts “modern” and “lean” management. How do we test the value of each? Which has which strengths in good times? And in bad? What are the weaknesses? Come prepared to ask lots of questions	This is a simulation-based game in which delegates experiment with various approaches to driving out waste and chaos and moving towards stable, excellent performance. The workshop includes a presentation on lean tools and the principles of change management.	The session offers an interactive presentation sharing insights into: <ul style="list-style-type: none"> • A Business System design model which elegantly integrates strategy to structure, and to daily operational controls via PDCA • How to elevate the lean initiative from the tools domain to the strategic domain • Ways to establish the purpose and roles for leaders in the form of Leader Standard Work to build and sustain the Business System • Real-world examples of how the approach is being applied at Fonterra, the world’s biggest dairy-products company, headquartered in New Zealand • Growing internally the skills and capacity required for a successful lean journey 	Participants will experience what it means to implement continuous change based on to the Lean philosophy. During a live simulation participants will be challenged to create dramatic improvements in a complex inefficient process. Lean theory is presented in a way that participants can instantly bring it into practice during the workshop. At the end of the workshop participants will find that they truly understand the Lean philosophy and are enthusiastic to make a start with implementing the techniques learned, in their daily work environment.

Tuesday 22nd September 2009 – Cape Town International Convention Centre

Summit Programme Day 1

08:15-08:30	Opening and Welcome by Professor Norman Faull, Lean Institute Africa	
08:30-09:20	Jim Womack, Founder & Leader, Lean Enterprise Institute, USA : The State of Lean & The Role Of Transformational Leadership How, where and why was lean invented? How, and how effectively has it migrated out of the automobile industry into services? Today the focus is on the role of managers and leaders in achieving sustained clarity of purpose and process with thoughtful people involvement – lean transformation. There are many places in an organisation where lean leadership is crucial, but leaders need to understand their roles. What role is there for A3s and other lean tools as lean leaders grapple with the challenges of sustainability and transformation?	
09:20-10:00	The Toyota perspective : The Toyota Lean Journey - a description from the company itself about how it builds and sustains the Toyota Production System in the South African context Managing Logistics Networks in the Automotive Industry : John Oliver, Vice President for Logistics - Toyota SA Motors (Pty) Ltd	
10:00-10:40	The SARS Perspective : From Toyota to Tax.....the South African Revenue Service Story Brenda Hore, Group Executive, Enterprise Business Enablement (EBE), South African Revenue Service Three years ago the South African Revenue Service was drowning under a growing mountain of paperwork with up to four million individual taxpayers submitting 12 page income tax returns accompanied by reams of income certificates, medical invoices, travel logbooks and tax directives. Today more than 90% of income tax returns are submitted electronically and are assessed automatically within an average of just 24 hours, freeing up staff at SARS to focus on service, compliance and education. The transformation is a result of an ambitious Modernisation Programme founded on lean production principles which is changing the face of revenue administration within South Africa ... and serving as a benchmark for efficiency and productivity gains within the public sector	
10:40 – 11:10	Morning tea	
11:10-12:30	Toyota detail : Imported Parts Logistics Transformation	SARS detail presented by Leon Weder, Senior Manager, Process Solutions, SARS
12:30 – 13:40	Lunch	
13:40-14:30	David Brunt, Senior Faculty Member at the Lean Enterprise Academy, UK : Lean in Sales & Service - lessons from applying lean to car dealers The presentation will describe how lean can be used by retailers and service organisations, including healthcare. It will be illustrated with examples from leading lean car dealers such as Gropo Fernando Simao. The approach presented is innovative, implementable, and effective, as the facts will show.	
14:40-15:30	Lee Johnson & Jerry Mogotsi. Super Group Supply Chain Partners – FMCG and Staple, RSA : Working towards a stronger performing business with lean. Over a number of years the business/ operation had got to the stage where a major paradigm shift was required to turn the operational performance of the business around. Many of the problems had manifested themselves in poor performance but the underlying challenges were the following: <ul style="list-style-type: none"> • Lack of accountability & responsibility • Low staff morale • Lack of visibility • Lack of a team dynamic • Lack of a clear strategy Each on other these challenges needed to be addressed in order to renew key customer contracts.	Matt van Wyk. De Beers Consolidated Mines, RSA : Lessons learnt on visiting lean operations in Japan DBCM has been on a Lean journey since 2007. An important part of the initial engagement was based on a "learning to see" approach, and expose our leadership to best practice to understand and support our deployment efforts. The highlight of this exposure was a facilitated learning event at Toyota and other lean companies in Japan. This presentation will highlight the lessons we brought back from Japan and how we translated these lessons into our Lean Journey. The presentation will cover the areas of purpose, people and process as well as focus on the impact of culture on a Lean Deployment in the South African context

15:30 – 16:00		Afternoon Tea	
16:00-16:50		<p>Alan Booth, Thermopac, RSA : Going Green in the Value Stream - Glenday Sieve Application. - One of the greatest discoveries that we will ever make is to discover the potential of our minds. Like any other significant organizational change initiative, changing the way that people think and apply new methodologies is key, to ensure that the change is successful and sustainable. The introduction of value stream mapping and the resultant green stream have not only changed the way that people operate up and down the supply chain but has also lead to significant re-engineering of processes, equipment and systems to support this changed state. This paper will highlight some of the challenges faced as well as some of the solutions that were implemented in the process. The benefits have been realized in improved customer satisfaction levels, improved on time in full performance, reduced backorders, improved capacity utilization, improved flexibility as well as improvements in and stock holding. Going green in the value stream has changed the organizations mindset and added substantial value in the process.</p>	<p>Jacques Snyders, Telkom, RSA : It's not a PROCESS problem, It's a PURPOSE problem! The presentation will focus on an actual, end-to-end value stream process improvement project, of one of Telkom's voice services. The following Lean concepts / aspects will be touched on during this presentation:</p> <ul style="list-style-type: none"> a) Purpose, Process & People: b) KPI / Measurement mapping: c) From Push System to Pull System: d) Voice of the customer
17:00-17:50		<p>Michael Ballé, France : Lean Basics - Everyone is doing lean these days – but is it really lean? Experience of the past fifteen years shows that unless one follows the true lean paths, results are consistently disappointing beyond the low-hanging fruits. So what are the lean basics? First there is a commitment to the lean ideals of customer satisfaction and waste elimination and the understanding of its impact on market share, cost, cash and capex. Second there is the discipline of kaizen according to the principles of the lean system of Just-in-time, Jidoka, Standardized work & Kaizen. Third there is the daily practice of visual management and teamwork at the gemba. This talk will discuss the lean basics of: 1) What is the global challenge? 2) How can we start by stabilizing the business and building the right kind of organization for lean? 3) Establishing the basis for standard conditions, through confirmation and standardized work; 4) Pull systems as the architecture for kaizen; 5) Visual management and problem solving, and 6) Using kaizen events to attack typical problems, change minds and develop understanding.</p>	<p>Damain Williams. Mercedes Benz, RSA : How Lean will help your company Survive the Storm In the current economic climate, the automotive industry has been one of the hardest hit. The test of how well the principles of lean have been implemented can be summed up by one question: Will our company survive a storm? This presentation will aim to answer the above question and highlight the importance of the following lean principles:</p> <ul style="list-style-type: none"> • People at the heart of lean transformation • The importance of continuous lean training to create a lean mindset • The backbone of lean – continual improvements <p>This presentation will also highlight how lean implementation contributed to the Mercedes-Benz plant in East London being acknowledged by JD Power as the best manufacturing plant in South Africa in 2007 and 2008, and the 4th best automotive manufacturing plant in the world in 2009.</p>
17:50 – 19:00	<p>Cocktail reception. You are warmly invited to attend this informal opportunity to interact with speakers, sponsors and fellow Summit Attendees. Drinks and snack will be served. The proceedings will close by 19:00</p>		

Wednesday 23rd September 2009 – Cape Town International Convention Centre

Summit Programme Day 2

08:30-09:20	Michael Ballé: Lean Transformation - Competition between firms often highlights the competition between core management ideas: which model will make them more innovative? Which model will support better execution? The results are in for the long match between GM's "modern management" model based on managing-by-numbers and financial returns business cases and Toyota's "lean management" based on people development, kaizen and long term challenges. Lean management is the way to sustain responsible business growth in the XXIst century. The question is how to get there from here? Experience shows that creating a lean enterprise is not merely applying lean techniques, but thinking differently about both strategic vision and day to day execution. The past twenty years of experimenting with lean have shown that lean transformation succeed when leaders use a lean approach to transformation. This means establishing a clear direction towards a lean ideal, using kaizen as a training method to change minds, within the framework of lean systems to make sure local improvements translate into business progress. Finally, sustaining this transformation process requires adopting the five core disciplines of lean management: challenge, go and see, kaizen, teamwork and respect.	
09:20-10:00	The Joy Mining Machinery perspective - Cobus Greyling, Operational Excellence Manager, Joy Mining Machinery, RSA - Joy Mining Machinery has for years prided themselves as being the "World's Best Mining Equipment Company", but realized a few years ago that it needs to become a "World Class Company Serving the Mining Industry". In a business where we have large variation in types of available product and low volumes, it was difficult to find similar businesses to benchmark against. Secondly, Joy is a global company with very few of its facilities operating in the same way. It was then decided to create a model that would incorporate as many lean principals as possible and roll this model out to all its facilities. The aim was to create a Lean, Fast, Flexible Company who would delight its customers in everything way. This presentation will share some valuable insights regarding the Lean journey at Joy Mining Machinery.	
10:00-10:40	The Standard Bank Perspective : The Standard Bank Lean Journey - "You do your job and I will do mine", was the silo based mentality that was not creating a reliable customer experience. Looking beyond individual product income statements it was realised that Operations was a factory processing high volume and high repeat transactions. Duplication, inadequate metrics, multiple applications, incapable processes and differing cultures resulted in an unreliable customer experience. In 2005, SUE, "Simplicity, Urgency and Excellence" was conceived as a strategy to deal with the challenge. Lean Manufacturing was embedded as Operations Northern Star. The deployment of Lean Six Sigma as the methodology was supported by an extensive line lean training intervention (2000 people) and yielded R 450 m in benefits. The going was tough with passive resistance to the change and execution difficulties eroding the confidence around sustainability. Join Standard Bank on its own Lean Journey and learn about the plans going forward.	
10:40 – 11:10	Morning Tea	
11:10-12:30	Joy Mining Machinery detail presented by Cobus Greyling, Operational Excellence Manager and Elize Halforty, Lean Manager Joy Mining Machinery	Standard Bank detail
12:30 – 13:40	Lunch	
13:40-14:30	An interactive panel discussion with Jim Womack, David Brunt and Michael Ballé	
14:40-15:30	Closing summary with Norman Faull, Lean Institute Africa	
15:30 – 16:00	Afternoon Tea & depart	