

# KAIZEN CATALOG

Seminars & Services



2017

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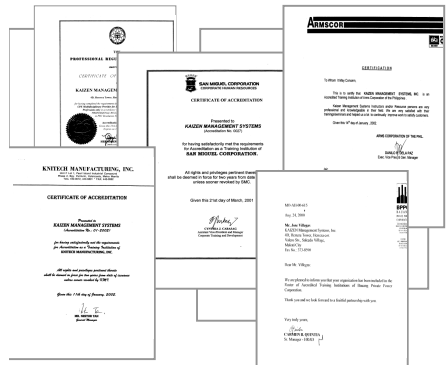
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Accreditation as a Training & Consulting Firm: Professional Regulation Commission (CPE), Training provider for Motorola Corp. (Globally), Recognized and certified Training & Consulting firm by several multinational companies			

Kaizen Management Systems, Inc. (KMSI) was established in 1992 as a corporation engaged in management training and business consulting. We offer a unique approach to business consulting that transfers the management technology and allows internal capability building while problems and issues are addressed through a partnership between us and the client. KMSI adheres to the Japanese philosophy of culture-building *kaizen*. Having a pool of multinational consulting talents from Asia, Europe and Japan, KMSI has gone international starting 2008. We are now offering our solutions to Southeast Asia and the Middle East. Among others, KMSI offers a range of business consulting services that include the following:

**Establishment of Quality Management System QMS.** KMSI has been a partner of some large corporations for formulation and development of their Quality Management System. We consult and train clients on standards like ISO-9001-2015, ISO-14001, ISO-22001 and TS-16949 for the purpose of attaining the desired certifications.

**Strategic Planning Facilitation.** The primary purpose is to help your top and middle management formulate and develop your strategic plan.



**Quality, Cost, and Delivery (QCD) Problem Solving in Manufacturing and Service Industries including BPOs.** KMSI employs management and scientific approaches in providing support to all industries. We have a proven track record on successful solutions for the manufacturing sector on problems such as: delayed product shipment, slow cycle time, high product rejection rate, for

the manufacturing sector on problems such as: delayed product shipment, slow cycle time, high product rejection rate, unbalanced assembly lines, too much work-in-process, process/product variability, high inventory carrying costs, long change-over and slow setup time, high machine breakdown rate, product returns, design of experiments, and other production/operations problems. We have assisted the service sector on problems like long service cycle time, service quality failure, high rate of customer complaints, long queues at service centers, unbalanced work loads, billing and collection delays, service and process variability, and other business problems. Equipped with our long experience and accumulated learning serving the manufacturing and service industries, we have developed training solutions that meet the requirements of Customer Contact Centers and other Business Process Outsourcing (BPO) industries in the Philippines. Our consultants meet the internationally accepted standard qualifications to serve the BPOs. We helped in solve critical issues and setup internal structures and standards that allowed the development of Kaizen the culture of the client company.

**Diversified Managements Services** to include: Third Party Inspection/Audit on QMS, Environment, and Total Management System Effectiveness. We help companies attain international competitiveness in Quality, TPM, Food Safety, and Environmental compliance. We assist companies and new projects prepare Environmental Impact Statement.

**Public Seminars.** KMSI offers close to a hundred courses for public seminars. We conduct more than 100 days of seminars per year throughout the Philippines.

#### Partial List of Customers

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Mix Plant, Inc.	S H I Designing & Mfg., Inc.	Zuellig Pharma Phils

# The Sixteenth Edition of Kaizen Catalog

2017 is our 25<sup>th</sup> year of continuous service to you. We are thankful that despite all the trials and difficulties, we are still around and eager to render service to the Philippine industries and everywhere. Over this span of time we have trained more than 25,000 individuals both in-house and public seminars.

We have seen many developments in training technologies and movements in the market. Large conglomerates have moved from centralization of training to decentralization. Certifications have become a driver of training. Back in 1992, training materials are on acetates and projected black and white on screen by overhead projectors. There were very few fancy colored slides as they were expensive to make but if your slides were colored, you would get “ohs” and “wows”, meaning your materials were “imported”. It must be noted though that during those years, presentation materials didn’t change that much over a period of a year or two as that will only amount to expensive overhauls. Memory chips have grown bigger and bigger in capacity coupled with super fast processing speed (computing speed and memory has increased a hundred fold since the 1990s), and cheaper too! Unlike the plain and boring bullet points of the late 1990s, now presentations don’t need to scrimp on memory so pictures, images, and illustrations or animations have been used to add to its effectiveness and make it more interesting to the audience. The technology of delivering training may have experienced profound changes over the last 20 years. What has not changed though is the need of people and companies to train. Training goes back in history to 3800 BC of the ancient Sumerians, the most ancient civilization known today. Records on clay tablets tell of stories of training on farming, animal husbandry, metalworking, etc. After 5800 years, training is still around and there is no sign of stopping, in fact, it is even more intensifying. Having said this, Kaizen Management Systems, Inc. is happy to roll-out our 20<sup>th</sup> year of line up of public training events. We have a total of 87 published topics to offer plus others which are unpublished. All these seminars are available for in-plant/in-site training as well. We can also customize a training program to suit your specific needs. We wish you well to this challenging but better future. – Joe Villegas



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### **CONSULTANTS & SEMINAR LEADERS** *Continued from page 21*

**Marvin I. Norona** - With profound and solid experience in various areas of manufacturing. A candidate for Doctor of Business Administration at DLSU, he got his BS Industrial Engineering and Master of Business Administration from the University of the Philippines. Worked both here and abroad occupying top positions. Among others, he worked in Jefferson Millwork & Design Inc. (US), San Miguel Corp., and Jollibee Corp. His forte includes Lean Manufacturing, logistics, and operations research.

**Pacifico O. Ortaliza**, PME - director and past president of the Maintenance Association of the Philippines. He has twenty years experience in boiler operation, maintenance of generator sets, power plant and foundry practice where he was involved in the design, estimate, construction, repair and erection of machinery including supervision of personnel. His experience covers various industries from shipyard to oil mills and various functions (operations, purchasing, materials management and warehouse design and operation) and worked himself up from mechanic to Vice President.

**Gerardine Josefina L. Sayo, MD** got her Doctor of Medicine from the University of Sto. Tomas. Among others, Dr. Sayo is a medical consultant in Psychiatry, Geriatric Medicine and Gerontology. Gie, as she is fondly called, has served as resource person on various popular radio and television programs and seminars related to her field of expertise.

**Miraluz C. Tan** has more than 18 years of professional experience in purchasing and logistics management. She was former President and Director for International Relations of the Philippine Institute for Supply Management (PISM) and AVP for Corporate Affairs for Corporate Purchasing of Nestle Philippines, Inc. Ms. Tan holds a bachelor's degree in B.S Chemical Engineering from Mapua Institute of Technology and is a C.P.M. candidate.

**Jose S. Villegas, ChE, PIE**– Co-founded the Maintenance Association of the Philippines. Holds a Master of Engineering (IE) and BS Chemical Engineering degrees from Mapua where he is currently pursuing his PhD in Environmental Engineering. He was an overseas scholar on Production Management in Energy Management and Maintenance Management. Mr. Villegas served in several companies in various technical and managerial capacities. He facilitates and consults on Six Sigma, Lean/JIT, Kaizen, Cycle Time Improvement, SPC and TPM.



# Training for Kaizen

By Jose S. Villegas, President

Training is an activity that doesn't seem to make money for a company. What does Kaizen say about it?

The mindset in Kaizen has always been to challenge the current way of doing things in the interest of improving business as a whole. One way to do it is to bring your thinking back to the very reason for being in business. The most common answer will be: to make a profit. Of course, this is not to question the means (or business) you do right now to making money rather, it is about which of your activities are relevant to the process of making it. You may examine the processes you do to make products (or services) and relate it to the goal of making a profit. This process of examination led to initiatives like lean manufacturing that drastically reduce non-value adding activities in production of goods and services thereby allowing companies to increase profit or reduce price to be more competitive. Being linked directly to profit-making objective, it is much easier to evaluate and improve production activities and other processes directly around it.

How about training? Support activities like training don't seem to look like it is part of business at all. Firstly, it does not make the product that you sell and make profit from. Secondly, instead of adding to profit, training deducts from it. It seems that for these kinds of activities, the only way to improve profit is by eliminating training. But wait, there is another mindset at work in Kaizen and it is called "Total System Thinking". This principle allows the management to analyze everything that the company does, not only the ones directly linked to making the products and profits. The total system principle recognizes the long-term sustainability of the company's relevance and viability. From the point of view of Kaizen, a company must continuously train its sight on customer requirements and through a strong leadership, develop a culture of efficiency. As search for efficiency is endless, such a culture is one that is continuously improving and finding ways and means to improve products and processes.

## Reason for Training

A Kaizen company (one whose vision is excellence and sustainable business development) will have a different reason for training compared to a traditional company (one who sees that training is necessary for survival). Admittedly, the term "Kaizen" here means ideal. However, in the real world, there are companies that are approaching ideality. (The companies that I am referring to are real companies some of whom have been our clients.) Having said this, Kaizen companies train on the basis of a vision to develop a culture of efficiency. Such a vision refers to ensuring continued viability and relevance through time. Supportive to this will be training that is not only to build process skills but also to create the attitude of improvement on its people. The latter requires people to have knowledge and understanding of customer and product and strong foundation on problem-solving skills. Yes, the culture of continuous improvement had always been supported by problem-solving ability.

## **Training Plan**

For a Kaizen company, a long-term training program is just one of consequences of a corporate vision. This goes without saying, that training lies on the shoulders of the leadership or top management. If not aligned with a vision, a training plan becomes a short-term response to a current situation and may not amount to anything “intelligent” when viewed over the “total system of time”. It will appear like a series of annual training plans that are disconnected and without integral purpose. The long term-training plan must be proactive, i.e. there is a prior knowledge of what will be the future and how will it connect the dots to the desired future. Needless to say, it consists of smaller chunks of shorter (annual plans). The importance of the short-term training plan cannot be discounted. The training plan must be reviewed periodically on the basis of original intentions (or vision). In addition to the activities intended for the period, the short-term plan should include “bearing-correction” measures to bring back the company to the original visionary “path”. Moreover, a real Kaizen company has a plan on what knowledge and skills, and at what rate every individual and function should develop in relation to the vision.

## **Approach to Training**

A Kaizen company does not separate training and work and takes every opportunity as it comes to train its people (without really separating them from work). The culture or the system itself trains the people on behavior and attitude.

The exact kind of training that a Kaizen company needs may not exist in the market. So what they do is to take the closest thing that the market offers and tailor-fits it to its own. This means that the company must have internal training capability. This doesn't always mean having full-time trainers. Especially in the smaller Kaizen companies, training is done mostly by superiors, supervisors and senior operators.

Training maybe classified into two kinds: a) training for work, i.e. carry out process standards, and b) training for problem-solving. The first kind of training is the one that equips operators with knowledge and skills to manage the process and run the equipment. It is responsible for developing sales people to have sufficient product knowledge and selling skills in order to bring home the bacon. It trains the staff to be able to support operations and handle customer complaints. These are work standards that employees must learn and be able to do. Companies (Kaizen or traditional) have been able to carry out this kind of training cost-effectively by way of on-the-job training.

The big difference lies in the second kind of training i.e. training for problem-solving, something that traditional companies have rarely considered. Kaizen companies understand that in order to draw power from its own people (by way of improvement suggestions and actual participation in kaizen projects), the people themselves must be able to spot problem situations and be capable of solving them. Indeed, one of the ingredients for sustainable business growth is the organizational ability to recognize opportunities and overcome problems.

## **Training for Problem-Solving or PS Training**

What is the best and the most effective way to train operators and process owners on problem-solving? In this area, the practices even among Kaizen companies vary. Some believe that they have to train their people first on problem-solving tools and then have them solve problems. We suggest that every problem situation (especially critical ones) must be a training opportunity. This means that PS training does not need to begin on a course on tools and techniques. In fact, our experience is that PS training is most effective when people (problem-solving teams) have assigned problems to start with. Here's what happened when people trained first on problem-solving tools, e.g. 7 QC tools. On training completion, the participants will tend to look for problems for which they can use the newly learned tools and techniques. They become tool-oriented instead of problem-oriented. The disadvantage of this approach is that people are so focused on the new learning that they tend to think that problem-solving is the application of tools and techniques, missing the real reason for the training. And as you know, the real reason for PS training is to solve not just any problem but the big problems that give headaches to the management.

### **Superior Approach in PS Training**

A superior approach for PS training, the one that we have been doing with clients, is first to identify the critical or major system problem. Then a cross-functional team (CFT) is organized to work in partnership with Kaizen consultant(s). Most problems, by the way, are cross-functional in nature. The CFT is composed of internal people who have been so chosen because they are experts and/or familiar with the processes involved in the problem or they have skills in problem solving process or training to become problem-solving facilitators. Training happens during the course of the problem-solving process. The Kaizen consultant teaches the tools as the need for them becomes apparent. The following table summarizes and contrasts the views of Kaizen and Traditional Company over training.

### **Training Success**

It is but natural for a Kaizen company to measure the success of its training plan on the basis of how it performs against its vision as well as on the results of annual business performance. A Kaizen company will ask itself questions like "Has there been a (measurable and verifiable) physical change on the system? Or has there been an actual improvement in the success indicators?"

Indicators of training effectiveness are measured on the basis of actual changes in the system performance and not merely on the skills learned by the participants. As pointed out in the beginning, "training does not make profits" but it should eventually result in profits. The total system measurement of anything that the company does, training included, is how well the activity contributed to making a profit which is a total system performance. Of course, even profitability must also be viewed over a system of time (i.e., long term).

## Summary. Contrasts between Kaizen and Traditional Companies

ITEM	KAIZEN	TRADITIONAL
Reason for Training	Build a culture of efficiency Vision for sustainable business development. Build people: process skill, product knowledge, problem solving skill, sense of belonging to a larger Team	Survival Response to a need/requirement  Build process skill
Focus Learning Philosophy	Corporate vision Working is learning and improving	Current problems Working and learning are different activities
Responsibility for Training	Top management	Middle management
Training Plan	Long term & short term Support to long term plan Visionary & Proactive Reviewed based on original intentions (vision) Training path for every employee	Annual/short term Support to sales forecast/annual plan Reactive Reviewed for ability to respond to current situation No training path per employee
View of Training	Investment Expenses are expected to be recovered in the future Man to adapt to and improve the system Preparation for the future Benefit is long-term and continuous	Cost Immediate results are expected Man to adapt to the standards Solution to a problem Benefit is immediate and short-term
Approach to Training	Total System Most training are done internally Training is usually customized to fit needs  Imbedded in work i.e. work and training happens simultaneously Have multiple mini-training known as One-point lessons (5-10 min.) Minimal training on attitude; mental framework is learned by employees from system (culture) Problem-oriented Problem solving is a training opportunity to learn P.S. Tools Teambuilding happens naturally in group problem solving	Functional Most training come externally Usually takes training program on the shelves Training is a separate activity. Cost = training itself + people's downtime No "one-point lessons". Many trainings are long and must be scheduled Attitude and behavior is a major component of training.  Tool-oriented Problem-solving comes after P. S. Tools training Teambuilding is driven by training/seminars
Measure of Training Success	Impact on the system (Has there been a physical change on the system? Or has there been an actual improvement in the success indicators like cycle time	Participants/trainees responses (How did the training went on? What new skills have been acquired?)

improvement?)

The worst thing that a company can do is to evaluate training on the basis of knowledge and skills acquired by the participants or the stage performance of trainers and facilitators. Sad to say knowledge and skills don't translate directly to profit. It is the actual management of the process or problem-solving activities that really delivers the results. Having said so, strong visionary and participative leadership makes the realization of training into results.

### **Success Case**

In 2009, BAG Electronics a maker of electronic ballasts, set a vision of long-term sustainable competitiveness through the power of its own people. For almost 4 years now, the company is practicing kaizen. The vision is supported by policies and strong long-term plans that include a training program to equip its people of knowledge and skills in kaizen methodologies, problem-solving, lean manufacturing, theory of constraints, total productive maintenance, etc. These training activities were conducted in conjunction with problem-solving initiatives. This means that training were being carried out while the improvement (kaizen) teams solve operational problems.

In the first year alone, the results were astounding: more than 30% improvement in productivity, 45% floor space reduction in the packaging section, about 27% reduction in rejects and many more. Even the support groups have improvement projects. In this company, everybody is, in fact, a member of an improvement team or two. Its teams have participated and won in skills and problem-solving "Olympics" sponsored by their European headquarters. The improvement process continues to this day. One can only wonder how training was squeezed-in to the busy work schedule and problem-solving activities. Training was accomplished right during work and problem-solving process through mentoring by superiors and Kaizen consultants.

BAG Electronics is a case in which, training (and its cost) served itself well because the benefit went all the way to the financial bottom line. The finance department evaluates and makes the final assessment on the monetary values of the projects' results. The benefits are not limited to financial improvements alone. The practice of kaizen improved people's attitudes. Kaizen culture is evolving in the organization. Indeed, Kaizen visionary leadership coupled with a supportive training program made it possible for BAG Electronics to accomplish such a remarkable feat.

### **Conclusion**

For a Kaizen company, training is a necessary support function to the profit-oriented objective of making and selling its products and services. Training is not an organization but a function that fulfils a corporate vision. Among others, a kaizen vision may embody the development of the kind of people (knowledge, skills, and attitude that they possess) that will efficiently serve customers. The long-term training program will help making this vision come through. Training is a responsibility and function of company leaders, managers, and supervisors. Passing on knowledge and skills (training) by superiors and seniors to learners may be best done during work and problem-solving activities. Attitude is not acquired on training but through the examples and behaviors observed on the leaders by their adherence to sound kaizen principles and concepts. No culture ever evolved on training alone. One cultural trait Kaizen companies have demonstrated is improvement by solving problems after another. The attitude of people in a Kaizen environment is the desire to solve the problems of their customers. Problem-solving is not about training in PS tools and techniques, rather it is about making lives of customers better. Once this desire is in the hearts of problem-solvers, then the lack of skill on tools and techniques will just be a minor issue to be addressed by training.●

# Seminar Finder

Find the seminar topics that you might consider, given a problem or concern

If your Problem is about	Topics to See	Pages to see	If your Problem is about	Topics to See	Pages to see
Accidents	BOSH, JHA, LCM, STEMS	28, 52 64, 82	Cost reduction	LIS, VAVE	60,105
			Critical issues	CFT	35
Administrative functions	SEC	84	Culture	LKN, TQM	59, 101
Airconditioning	EAR	39	Culture of safety	BBS	29
Attitude of workers	KAI, WVA	54, 108	Customer complaints	APQ	26
Audit	IOA	48	Customer Service	MPS, WOW	70,109
Avoidable losses	COQ	34	Cycle time	JIT	53
Benchmarking	BMI	30	Data analysis	SPC	88
Boiler	BSM	31	Deadlines/targets	TSM	98
Boiler safety	BSM	31	Decision making	DMA	36
Business Law	BLN	32	Delivery delay	JIT	53
Certification	BOSH, HACCP IOA I SO14 ISO22, ISO9a, MSA GMP	28, 46 48, 49 50, 51 44	Design flaw	ABS	24
			Documentation	ISO9d	51
			Economics in quality	DOE, COQ	38, 34
			Effectiveness	PWH	77
Change management	MPC	67	Electric bill	EAR, EMB	39 40
Cleanliness	5SH, GMP	22, 44	Electrical safety	BOSH	28
Communication	TWD	95	Energy audit	EAR, EMB	39, 40
Competitiveness	BMI, BPR, LKO, LMF	30, 33 61, 62	Environmental management	ISO14	49
			Executive leadership	GOG	45
Conflicts in the workplace	MCW	68	Filing system	5SH	22
			Finding solution	DOE	38
Continuous improvement	LKN	59	Food safety	HACCP, ISO22	46 50
			Forklift	FCS	42
Cost	ABC, LKO LMF	25, 61 62	Forklift safety	FCS	42

Seminar Finder *continues next page...*

### Seminar Finder continued...

<b>If your Problem is about</b>	<b>Topics to See</b>	<b>Pages to see</b>	<b>If your Problem is about</b>	<b>Topics to See</b>	<b>Pages to see</b>
Gage R&R	MSA	71	Market share	TOC	97
Genset maintenance	GRC	43	Measurement system	MSA	71
Genset operation	GRC	43	Meeting deadlines/targets	PHG	74
Grooming	PPD	75	Mistakes Motivation	PYK SLF	76 85
Group performance	TMB	94	Negotiations	WEN	107
Health	BOSH	28	Office organization	LKO	61
Housekeeping	5SH	22	Orderliness	5SH	22
Human error	PYK	76	Organizational effectiveness	BAL	27
Inventory carrying cost	LIS	60	Overall Equipment Effectiveness	TPM	100
Job hazard	BOSH	28	Overhead cost	TMC	99
Kaizen	KAI, LKN LKO, JIT	54, 57 59, 53	Personality projection	PPD	75
Lawsuits & litigations	BLN	32	Price	ABC, LMF	25 62
Leadership	GOG, LCS LKN, LMW	45, 58 59, 55	Problem analysis	8DP, PPT, WHY	23 78 106
Leading a team	HPT	47	Problem solving skills	8DP, PPT, SPS	23 78 91
Legal decisions	BLN	32	Process capability	MCS	65
Line leadership	LCS	58	Process flaw	ABS	24
Logistics	LMT	63	Process improvement	VAVE	105
Machine availability Machine capability	MMG, REM TPMMCS	66, 81 100 65	Process quality failure	APQ	26
Machine reliability Maintenance	MMG, REM MMG	66, 81 66	Process wastes	MUD	73
Managerial skills	LMW, MAC	55, 72	Product Improvement	VAVE	105
Managerial skills of supervisors	STP	92	Product reliability	APQ	26

*Seminar Finder continues next page...*

## Seminar Finder *continued...*

<b>If your Problem is about</b>	<b>Topics to See</b>	<b>Pages to see</b>	<b>If your Problem is about</b>	<b>Topics to See</b>	<b>Pages to see</b>
Product quality failure	APQ	26	Sanitary standards	GMP	44
Product/Process reliability	FMEA	41	Sanitation Secretarial	HACCP SEC	46 84
Product/process variability	MPV	69	Self-esteem Service quality	WVA SSQ	108 87
Product/Service competitiveness	BMI	30	Shipping	LMT	63
Production forecasting	DEF	37	Stagnation	KAI	54
Productivity	TPM, TQM	100 101	Statistical analysis	SPC	88
Profitability	ABC, LKO, LMF, TOC	25 61 62 97	Strategic effectiveness measurement	BAL	27
Project delay	PMP	79	Stress at work	TSM	98
Purchasing management	QPU	80	Stress in office or workplace	SCS	89
Quality	SSQ	87	Stress prevention	SIW	90
Quality issues	FMEA	41	System Reliability	ABS	24
Quality system	ISO9a, TQM	51 101	System solutions	CFT	35
Quality system and certification	TS9d, TS9a	104 104	Teamwork	HPT TMB	47 94
Recurring problems	ABS	24	Telephone manners	TEL	96
Re-engineering	BPR	33	Telephone skills	TEL	96
Refrigeration	EAR	39	Training	TTT	103
Reports	TWD	95	Training program	TTT	103
Resistance to change	MPC	67	Trainer's effectiveness	TRB	102
Risk analysis	LCM	64	Variability	MPV	69
Root Causes	WHY	106	Visionary leadership	LKN	59
Safety	BOSH, JHA, LCM, STEMS	28 52 64 82	Warehousing cost	PWH	77
Safety hazard	BOSH, SHC	28 83	Water bills	EMB	40
Safety management	BOSH	28	Work performance	PHG	74
Sales letters	WWL	110	Writing	TWD	95
Sales targets	SSS	86			



# Kaizen for SMEs in the Upstream Supply Chain

By: Enrico C. Mina, DBA

Small and medium-scale enterprises (SMEs) are an integral and indispensable part of the big enterprise Original Equipment Manufacturers' supply chains, providing materials, supplies, and services that are not economical or technically viable for the big enterprises to produce internally. Any failure on their part will create problems for their big enterprise customers downstream.

Many of them feel threatened by the effects of globalization, which are beyond their control, e.g., cheaper competing materials and supplies imported from source countries such as China and Vietnam, more stringent quality standards imposed by their principal big enterprise customers, requirements for flexible production of small volumes of many different products, the need to upgrade process and information technology, etc. If they are unable to respond to these challenges through effective adaptation, they will become as extinct as the dinosaurs.

Seeking assistance for improvement in competitiveness from government agencies has been possible to some extent, but government has its hands full because of so many demands on its limited resources from so many sectors. On the other hand, engaging the assistance of their big enterprise customers has not always been helpful because:

- Many big-enterprise procurement managers and senior executives still adhere to the paradigm of "arms-length" contractual relationships with their suppliers.
- Many big enterprises with large volume requirements adopt an aggressive stance in exercising bargaining power vis-à-vis their suppliers, squeezing them for price reductions and credit terms, in order to increase their own competitiveness and profitability.
- Many SMEs supply not just one big enterprise but its competitors as well, often with similar goods and services. If a big enterprise extends special assistance to an SME-supplier, it will be very difficult to prevent that supplier from using the resulting improvement for the competitors' benefit as well.

## The Upstream Supply Chain

All firms need suppliers. The most immediate ones are the Tier 1. They usually supply entire subassemblies or subsystems, or even entire systems. The Tier 1 suppliers need to consistently conform to the Quality, Cost, and Delivery requirements of the principal buyer; in addition, they may have to engage in New Product Development activities for their particular products to support those of the principal buyer. The suppliers of the Tier 1 are the Tier 2 firms, usually those that supply components or sub-assemblies that go into the products of the former. The Tier 2 suppliers need to likewise consistently conform to the QCD requirements of the Tier 1 customers; in addition, they may have to engage in component-oriented NPD activities to support those of the Tier 1. The suppliers of the Tier 2 are the Tier 3, usually those who supply raw materials. Again, the Tier 3 suppliers need to consistently conform to the QCD requirements of the Tier 2 customers; in addition, they may have to engage in raw material-oriented NPD to support those of the Tier 2. This interlinked set of products, services, finances, and information is called the **upstream supply chain**.

A noteworthy feature of upstream supply chains in the Philippines is that many of the higher-tier suppliers (up to Tier 2) are small and medium-size enterprises (SMEs), according to the BSMED-DTI (2004). Their fortunes are inextricably linked to large firms.

Obviously the big enterprise customer competes in the final customer market not by itself but with its entire upstream supply chain behind it. A chain is only as strong as its weakest link. If any upstream link fails, whether in supplying current requirements or in developing new product offerings, the competitiveness, market position, and profitability of the BE will suffer.

To increase its chances of sustained competitiveness and market success, the BE customer organization has to do three basic things:

1. Build strong, long-term partnership relationships with its key Tier 1 suppliers and collaborate with them in order to assure continuity and reliability of supply. Suppliers' plants have to be regarded as extensions of one's own plants because they are part of the overall supply chain system.
2. Improve the QCD and NPD performances of key suppliers (even in the upstream tiers) so that they will not become the "weakest link"; on the contrary, every key supplier will be a high quality, low cost, highly reliable, and innovative performer. This requires a holistic or total-system view of the upstream supply chain.
3. Doing Nos. 1 and 2 above sets the stage for the intensive sharing of critical and sensitive information, and the practice of Just-in-Time (JIT) production, which depends on continuous communication and tight coordination between buyer and supplier. JIT or lean manufacturing means producing and supplying to one's customer those goods, and only those goods, which the customer needs, in the quality, quantity, timing, and manner of delivery specified by the customer, no more and no less. JIT/LM is a very efficient production and supply system, greatly reducing non-value-added activities in upstream and downstream processes and supplying high quality products at the right time with the least possible cost.

The principal buyer organization's success in these three areas with its Tier 1 suppliers should lead to the latter doing the same things to their Tier 2 suppliers. In the Philippines, many of these Tier 1 and Tier 2 suppliers are SMEs without the sophisticated management structures and systems normally found in large organizations. Tier 3 suppliers, those producing raw materials such as chemicals, rubber, metals, electronics, pulp and paper, etc. are virtually all large organizations that already have these. Also, many Tier 3 suppliers of the Tier 2 manufacturers in the Philippines are located abroad; the raw materials are imported from them. The weak links are in the Tier 1 and Tier 2. If the Tier 1 and Tier 2 SME suppliers can be assisted to improve, the effect would be to continuously improve and strengthen the upstream supply chain.

Clearly, there is a significant opportunity for a big enterprise, particularly an Original Equipment Manufacturer sourcing its inputs from local SMEs, to gain a sustainable and significant competitive advantage by deliberately promoting the practice of Kaizen among its Tier 1, Tier 2, and possibly even its Tier 3 suppliers. The ultimate goal is to ensure the integration of Kaizen principles and practices into the culture of as many local members of its upstream supply chain as possible, particularly the SMEs.

## The Conceptual Framework

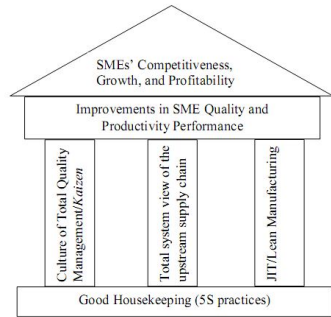
The effort to develop suppliers is not a quick-fix solution. Being a strategic initiative, it requires long-term investment of effort, time, and resources. It involves establishing a positive partnership relationship with suppliers based on respect, trust, and mutual benefit. The conceptual framework for such an effort is shown in the diagram below.

The easiest starting point is to teach 5S Housekeeping to the suppliers. It is simple to teach, does not require a lot of monetary investment, and the results are immediately visible. Good housekeeping develops a culture of discipline, which is the foundation of any improvement effort.

Once such a culture of discipline has been established, the big enterprise customer should now be a catalyst for the establishment of the three pillars:

- Nurturing the development of a culture of Total Quality Management and continuous improvement (Kaizen) in quality and productivity, leading to improved QCD and NPD performance on the part of the supplier;
- Sustaining in its own organization and in its suppliers a total system view of the upstream supply chain. This means creating a mindset conducive to long-term partnership between the customer and its suppliers. Sharing of sensitive information and mutual collaboration in problem-solving become routine because of the trust developed between them. Each side is assured that the other will not commit actions that may give it a short-term advantage at the expense of the long-term benefit of the partnership.
- The tight coordination makes it possible to implement a Just-in-Time Production System or Lean Manufacturing, leading to the identification and elimination of *muda* or process waste not only in one's own production process but in the entire upstream supply chain as well.

These three pillars, in addition to good housekeeping, should lead to improvements in the SME-suppliers' quality and productivity performance. The upstream supply chain becomes a source of powerful competitive advantage. At the same time, the SME suppliers have a strong incentive to continue the improvement effort (i.e., practice Kaizen) because of the visible results in terms of their competitiveness, growth, and profitability.●



## CONSULTANTS & SEMINAR LEADERS

**Exequiel V. Abad** is a manager at On Semiconductor Phils. in charge of Knowledge Management. This function sets him at the center stage of implementation and training on, among other things, Six Sigma, Total Productive Maintenance FMEA, etc. as a support to the quality management program of the company. Chikki, as colleagues call him, has a Bachelor of Science in Industrial Education (Cum Laude) from Technological University of the Philippines and units in Master of Technology in the same school.

**Elizabeth A. Aurin** is a licensed Chemical Engineer from UST; consultant/facilitator on ISO9000, ISO22000, and HACCP; an assessor for the Philippine Quality Award. She played leading role as QE in San Miguel's Coconut Oil Milling & Refining Operations program that was responsible for European Union customers' favorable response on the company's coconut oil product. Later she worked with the Corporate Quality Office of San Miguel Corporation where she handled training courses on Malcolm Baldrige, ISO, 5S, Internal Quality Audit and served as the 5S and Knowledge Management coordinator prior to her early retirement at SMC in 1999.

**Leodemayo C. Casis** or Odze for short, a product of Philippine Science High School was Quality Systems Assurance Manager at On Semiconductor Philippines Inc. (formerly Motorola Philippines, Inc.) Odze graduated with a degree of Bachelor of Science in Electronics & Communications Engineering from St. Louis University in Baguio. Having more than 18 years experience in manufacturing, Mr. Casis is a qualified Auditor for ISO9001, QS-9000/TS16949, and ISO 14001. He facilitates on QMS, FMEA, APQP and similar topics.

**Fermin A. Domingo** is a consultant on negotiations and former Assistant-to-the-President of a large telecommunications firm. His more than 30 years experience in sales and marketing function spanned from being a field sales representative to national sales manager and later in sales training. Mr. Domingo leads seminars and consults in, among others, sales training and effective negotiation. He has a Bachelor of Science in Business Administration from the University of the East and attended training of trainers here and abroad.

**Isidro P. Espiritu** - a lawyer/CPA by profession, Atty. Espiritu consults on financial and legal issues. Sid is a practicing lawyer/consultant and part-time professor of commercial law and accounting subjects (more than 25 years). He was Executive of Banking and Commercial Institutions (Philippines & US), Supervising Bank Examiner at the Central Bank, Audit Officer at Bank of California, Controller at Nextel, and worked with several other local and international (US) banks in various executive capacities.

**Rene D. Estember** - A Professional Industrial Engineer, earned his B.S. in Management and Industrial Engineering from Mapua Institute of Technology, MBA from Ateneo de Manila University, M S in Industrial Engineering from the University of the Philippines, DBA (Candidate) Pamantasan ng Lungsod ng Maynila (PLM). Engr. Estember has 17 years in industry and currently a Professor in the School of Industrial Engineering and Engineering Management at the Mapua Institute of Technology. He consults on MSA, DOE, SPC, PPIC and related fields.

Consultants.... *continues next page*

**Elisier M. Fantillo** does Six Sigma, Kaizen, Lean Manufacturing and other productivity improvement techniques. Elis finished his BS Industrial Engineering from Mapua Institute of Technology (MIT) and his MBA from De La Salle University. He has more than ten years of industrial experience in various companies Sterling: Trans-Trade, STI, and Fujitsu in various staff in managerial capabilities. In Addition to being a Kaizen consultant, he is also a Professor of Industrial Engineering at MIT and currently doing an academic research on organizational learning in the Philippines. Engr. Fantillo appeared in TV commercials and print advertisements as a model

**Normand M. Ga** specializes in logistics to include warehousing, import and export processing, and inventory management. He is currently General Manager of Sultan Kudarat Milling & Trading Inc. and used to be Operations Manager at IDS Logistics (Phils.) Inc. in-charge of major key accounts on third party logistics arrangements and previously worked with companies namely: Golden ABC and Selecta Walls Inc. in various managerial capacities under the logistics function. Normand holds a post-graduate diploma in Logistics and Supply Chain Management from De La Salle Professional School.

**Janice J. Gumasing** got her Masters in Engineering (IE) and BS Industrial Engineering degrees from Mapua Institute of Technology where she also engaged as a faculty member. Janice's expertise is in Team Building, Safety and Health, Lean Manufacturing and Kaizen. Years of experience in both academe and business makes her a choice consultant and facilitator.

**Grace Lorraine D. Intal** - is a Business Process Improvement Consultant. A graduate of B.S. in Management and Industrial Engineering at Mapua Institute of Technology and acquired Masters Degrees in Business Administration and Information Systems respectively. Grace conducts consultancy projects, along with the related trainings and workshops, on Business Process Improvement, ERP Implementation and Quality Management System using Software Solutions.

**Tita de la Cruz-Milan** was F&B Admin. Manager of Dusit Hotel Nikko where she has worked for more than 10 years. Earlier, she was Assistant Training Manager at the former Hotel Nikko Manila Garden Hotel in which directly puts her in-charge of seminars on oral and written communication, trainers training, personality development, work values, customer service relation, and secretarial enhancement, etc. Ms. Milan has been a consultant for several companies on work values and communication.

**Enrico C. Mina, DBA**- Vice-President and Consulting Director of Kaizen Management Systems, Inc. He got his Doctor of Business Administration and AB Economics and BSBA (Summa cum Laude) degree from De La Salle University. Dr. Mina has an extensive experience in productivity improvement and cost management having occupied various managerial and consulting positions in the private sector. He consults on Kaizen (TQM), Lean/Just-in-Time, 5-S, Problem Solving Process, Cycle Time Improvement, Technical Writing and Team Building. Rico is Lead Assessor for POA and a registered coordinator for COPC-2000, a quality management system standard for call centers.

Consultants.... *continues on page 8*

# 5-S System: Advanced Version (5SH)

Traditionally, people accept that 3-S (sorting, arranging and cleaning) activities have to be carried out after a value adding process, and work sometimes must be put aside to give way to cleaning. 5-S seems to be an activity that keeps people away from doing business.

The **Advanced 5-S System** imparts the elements and principles of 5-S on the right perspective, i.e. the business perspective which provides that people must focus on activities that deliver profit. On this line of thinking, 5-S, particularly sorting, arranging and cleaning are anything but business activities.

This new concept on 5-S argues that the workplace must indeed be clean and orderly but maintaining this necessary condition need not disrupt work nor take time away from it. This seminar tells you exactly how to make it happen. The key is in developing among others, work standards with 5-S application as an integral part instead of something outside of it. This only means that as people accomplish their jobs, the workplace and the office don't get dirty and disorder as a result.

Moreover, this seminar will impart the discipline of being clean and orderly while doing work. It will review the structural standards that the management must provide and people must follow in order to improve business performance as a whole. It will teach the approach to developing actionable standards called "Application 5-S Standards" that allows the organization to carry-out work while the tip-top condition of the workplace is maintained.

**Objectives:** After the course the participants will have learned:

1. That focus must be on business not on 3-S;
2. The elements of a 5-S Program;
3. The approach to organize 5-S;
4. Types of and how to develop 5-S Standards; and
5. How to do less 3-S and more value added work.

**Agenda:** The course, which employs experiential and highly interactive approach and methodology, covers the following:

- 5-S is Kaizen
- Mission of Sensible 5-S
- Organization for 5-S
- What are Fixed & Application Standards?
- Writing Defect-based 5-S Standards
- Auditable 5-S Standards



**Who should attend:** The course is suitable for all managers and supervisors, particularly general managers, plant managers, production or service operations managers, warehouse managers and maintenance managers covering all industries.

**Seminar Fee:** P4,950 + P594VAT

**Facilitador:** Enrico C. Mina

May 31'17, Jul 28'17, Sep 1'17, Nov 6'17

**Number of days:** 1 day

**Seminar Dates:** Jan 9'17, Mar 5'17,

# 8-D (Discipline) for Problem-Solving (8DP)

Known also as Global 8-D Problem Solving Process, it imparts the advantage of team effort in problem solving. The course provides a systematic approach in problem solving starting with problem isolation, root cause analysis, decision (as to which alternative brings the best solution), implementation of permanent countermeasures, recurrence prevention measures, and recognition of the team responsible for the problem solving process.

By observing the guidelines taken-up in this course, the participants will be able to improve the first-pass submission acceptance rate of 8-D reports submitted to the Customers or those submitted by Subcontractors and Suppliers. This seminar/workshop supports TS16949, Continuous Improvement (Kaizen) and Six Sigma efforts of the company.

**Objectives:** By the end of the seminar the participants would have gained the following:

1. Learned the basic steps in the Global 8-D problem solving process;
2. Proficiency in the systematic approach in group problem solving;
3. Proficiency in most commonly used problem solving tools;
4. Proficiency in the choice of appropriate problem solving tools.

## Agenda:

- Elements of Global 8-D
- Problem Solving Tools
- Examples and cases
- Workshops

**Who should attend:** Problem Solving Facilitators, Team Leaders of Small Group Activities, Improvement (Kaizen) Teams, Cross-Functional Teams In-House, and Six Sigma Teams especially for companies who are implementing TS-16949



**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Odze C. Casis

'17 May 12'17, Jul 14'17, Sept 4'17, Nov 7'17

**Number of days:** 1

**Seminar Dates:** Jan 18'17, Mar 1

# Abnormality Management System (ABS)

Processes, machines, equipment, facilities, work areas and offices are designed for success but somehow they malfunction or failed to meet certain standards or expectations. We call these instances as abnormalities. This seminar imparts the organizational system to catch, record and report abnormalities that triggers the development of solutions and revision of standards. It will teach the concept of identifying and classifying process abnormalities as well as the techniques of involving everyone. The benefit to the company will be long term as the Abnormality management System will kick off the evolution of continuous improvement culture. This system is ideal to support Kaizen, 5-S, TPM, Six Sigma and other quality and productivity improvement programs.

**Objectives:** At the end of this session, the participants will have been able to:

1. Understand the proven technique of Abnormality Management System.
2. Adopt and emulate the practice and discipline of Abnormality Management.
3. Formulate an Abnormality Management System applicable to his/her own company

## Agenda:

- Process abnormality and Classification
- The Traditional Non-system View in Solving Abnormalities in Manufacturing and Service
- What is an Abnormality Management System
- Features of an Abnormality Management System
- Embarking in an abnormality management program
- Successful Abnormality Management Systems in Industry
- Abnormality Management and the culture of continuous system perfection



**Who should attend:** Leaders and managers in Manufacturing and Service companies who want to develop a culture of continuous elimination of operational, maintenance, and design related abnormalities.

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Jose S. Villegas

14'17, May 5'17, Jul 5'17, Sept 5'17, Nov 8'17

**Number of Days:** 1

**Seminar Dates:** Jan 11'17, Mar



# Activity-Based Costing (ABC)

Traditional costing systems like job-order and process costing have serious limitations in accuracy and usefulness in their overhead allocation methods. They consider only the total financial cost of an activity without regard to its operational output. Such systems ignore the interrelation-ship of activities, thereby fostering competition among functional work areas rather than cooperation. These limitations cause major distortions in unit costs and often lead to wrong decisions.

This course on will impart the underlying principles behind Activity-Based Costing (ABC), a costing method of assigning overhead or indirect costs to products and services by associating these costs with activities within the firm. This method enable managers to measure the costs of an activity (or even a series of activities that constitute a complete process), a radical departure from the traditional method of assigning costs to responsibility centers. It will include a workshop that involves a step-by-step illustrative application to an actual business situation.

**Objectives:** At the end of this session, the participants will have been able to:

1. Understand the basic concepts and principles of Activity-Based Costing
2. Learn the strengths and limitations of this approach to cost measurement and management
3. Appreciate the linkage of ABC with TQM/Kaizen

**Agenda:** The course, which employs experiential and highly interactive approach and methodology, covers the following:

- What is ABC
- How does it work?
- Why change to ABC?
- The objectives and benefits of using ABC
- The uses of ABC data
- Limitations of ABC
- Activity-Based Management
- Cost-reduction through ABM
- Critical success factors

**Who should attend:** The course is suitable for all managers and supervisors, particularly general managers, plant managers, production or service operations managers, finance or accounting managers/staff, TQM coordinators, etc. Contractors and entrepreneurs will also find this course very useful.

**Seminar Fee:** P7,700 + P924 VAT

**Number of days:** 1-1/2

**Facilitator:** Enrico C. Mina

**Seminar Dates:** Feb 1-2'17, April 6-

7'17, Jun 1-2'17, Aug 3-4'17, Oct 2-3'17, Dec 4-5'17

# Advanced Product Quality Planning (APQ)

APQP or Advanced Product Quality Planning outlines the systematic approach in introduction of new products and processes that ensures effective communication, timely completion of goals with no quality problems and minimal risk during launch. It will teach the structured method of defining and establishing the steps necessary to ensure that a process or product satisfies the customer. Effective product quality planning depends on the commitment of company top management to the efforts required in meeting customer specifications.

**Objectives:** At the end of the seminar, the participant would have acquired the following:

1. Be able to introduce new products and processes smoothly
2. Understand how project management techniques and methodologies can be used to manage all stages of the APQP process
3. Learn what internal process and skills their organization needs to effectively implement APQP
4. Ability to assess and manage the APQP process once it is in place

## Agenda:

- Overview; AIAG APQP Model
- APQP Phases
- Plan and Define Program
- Design and Develop Product
- Design and Develop Process
- Product and Process Validation
- Continuous Improvement
- APQP and QOS, Phase V



**Who Should Attend:** Individuals with direct responsibility for introducing new products or new manufacturing processes; participants in the APQP process, including sales personnel

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Joel L. Bonagua

Mar 28'17, May 8'17, Jul 6'17, Sept 6'17, Nov 22'17

**Number of days:** 1

**Seminar Dates:** Jan 12'17,

# Balanced Scorecard (BAL)

Organizations in today's dynamic, highly competitive, demanding environment must devote significant time, energy, financial and human resources to measuring their performance in achieving strategic goals. Increasingly, organizations are realizing that while measurement is more crucial than ever, their systems for capturing, monitoring, and sharing performance information are critically flawed. At the root of this measurement misery is an almost exclusive reliance on financial measures of performance. While these systems were perfectly suited to the machine-like, physical asset-based nature of early industrial endeavors, they are ill-equipped to capture the value creating mechanisms of today's modern business organization.

Additionally, the role of strategy is more important today than it has ever been. But the sobering fact is that about 9 out of 10 organizations fail to implement their strategies. What is needed is a measurement system that balances the historical accuracy and integrity of financial numbers with today's drivers of economic success, and in so doing allows the organization to beat the odds of executing strategy.

The Balanced Scorecard has emerged as a proven and effective tool in our quest to capture, describe, and translate intangible assets into real value for all of an organization's stakeholders, and in the process allow organizations to successfully implement differentiating strategies.

**Objectives:** At the end of the seminar, the participants would have been able to:

1. Learn the principles and concepts behind the Balanced Scorecard
2. Appreciate its advantages and benefits in performance measurement
3. Apply it in their organization using live data
4. Create a plan for introducing it into their organization

## Agenda:

- Introduction—the need for measurement
- The origin of the Balanced Scorecard
- Performance measurement and the need for the Balanced Scorecard
- The Balanced Scorecard: definitions, four levels of perspectives, uses
- Sample of a Balanced Scorecard
- Key success factors
- Top implementation issues

**Who should attend:** Senior managers, entrepreneurs, plant managers, Corporate Planning managers, HR managers



**Seminar Fee:** P4,950 + P594 VAT  
**Facilitator:** Enrico C. Mina  
25'17, May 9'17, Jul 6'17, Sept 7'17, Nov 9'17

**Number of days:** 1  
**Seminar Dates:** Jan 13'17, Mar

# Basic Occu. Safety & Health (BOSH)\*

## Safety Officer's Course I

A pre-requisite course to Loss Control Management, this course is one of the two courses for certification of safety officers by the Department of Labor and Employment (DOLE). The Basic Occupational Safety & Health (BOSH) provides fundamental understanding on industrial safety. It imparts proven safety and health practices that aimed maintaining safe, healthy, and accident-free business operation. Specifically, this will provide the participants with the effective tools, techniques and fundamentals in developing a safety program. The training methodologies used are lecture-series, group discussions, workshop, group presentation, problem solving/analysis and video showing.

*\*DOLE accredited course Implemented in partnership with PEME Consultancy, Inc.*

### Objectives:

By the end of the seminar, the participant would have gained basic knowledge on industrial safety and health concepts and practices, techniques on spotting safety hazards analysis and prevention, accident reporting and investigation, planning and developing a safety program, organization for safety.

### Agenda:

- |                                    |  |
|------------------------------------|--|
| a) History of the Safety Movement  | l) First Aid                                   |
| b) Safety Committee                | m) 5S + 1 Good Housekeeping                    |
| c) Safety Programming              | n) Personal Protective Equipment               |
| d) Accident Investigation          | o) Job Hazard Analysis                         |
| e) Industrial Plant Layout         | p) Workplace Inspections and Safety Audits     |
| f) Materials Handling              | q) Human Elements in Safety                    |
| g) Machine Safety                  | r) Arousing and Maintaining interest in Safety |
| h) Fire Prevention & Protection    | s) Effective Communication in Safety           |
| i) Electrical Safety               | t) Ergonomics                                  |
| j) Occupational Health             | u) BOSH Methods of Instructions                |
| k) Occupational Health Programming | v) OSH Standard                                |

**Who should attend:** Safety Officers and Engineers or those who are for promotion to be Safety Officers; and anyone whose managerial responsibility includes safety & health.

**Seminar Fee:** P16,500.00 + P1, 980 VAT

**Facilitador:** Joel B. Ello

**Number of days:** 5

**Seminar Dates:** TBA

# Behavior-Based Safety (BBS)

This course will provide essential skills and techniques in achieving zero accident in the workplace by focusing on the human elements in safety. The methodologies contained in this workshop include lectures, discussions and workshops.

Safety is behavioral as well as cultural. Safety consciousness can be acquired and developed by people in organizations like a company. The Behavior-Based Safety Training is based on proven theory applied in the industrialized countries. This program will impart the managerial approach of cultivating a total safety culture to prevent workplace accidents through behavioral improvement. After an appreciation of this one-day course, the participant may opt for a six (6) weeks Behavioral Observation Process, a program that is conducted on site by the instructors.

**Objective:** The course imparts the managerial approach of eliminating unsafe behaviors in the workplace through behavior safety observation process thus achieving zero injuries and accidents in accordance with international safety behavioral science standards.

## Agenda:

- Organizational safety culture
- Accident causation chain
- How do we stop unsafe behaviors?
- Influences of behaviors
- Factors affecting consequences
- Traditional safety programs vs. behavioral safety observation process
- How to conduct Critical Behavior Inventory (CBI)?
- Process of conducting safety assessment
- Behaviors and artifacts
- Beliefs, values and attitudes vs. behavior-based
- Pinpointing safe practices.
- Training behavioral observers
- Maintaining & sustenance factors of BBS
- Change process

**Who should attend:** Safety Officers and Engineers and anyone whose managerial responsibility includes safety and health.

**Seminar Fee:** P4,950 + P 594 VAT

**Facilitator:** Joel B. Ello  
3'17, Aug 7'17, Oct 4'17, Dec 6'17

**Number of days:** 1

**Seminar Dates:** Mar 4'17, Jun

# Benchmarking for Improvement (BMI)

This seminar will teach the techniques to maximize the benefits to the company that benchmarking can provide. Benchmarking is the search for best practices in other organizations that can be adapted to one's own organization. It is the search for models that one's organization can emulate, thus eliminating the "not-invented-here" paradigm. It is one of the techniques of *kaizen* or continuous improvement because it reveals opportunities for improving in ways that have already been proven to work elsewhere. The Malcolm Baldrige National Quality Award of the U.S. (and also the Philippine Quality Award patterned after it) explicitly requires comparison with best-in-class benchmarks in both processes and results.

**Objectives:** At the end of this seminar, the participants would have been able to:

1. Understand and appreciate the principles and practices behind benchmarking
2. Identify opportunities for conducting a benchmarking exercise involving an actual high-priority business process
3. Create a detailed benchmarking action plan

## Agenda:

- Introduction to continuous improvement & PDCA
  - Introduction to benchmarking, Internal, Competitive, Functional
- Step-by-step approach to benchmarking
  - Identification of high priority business process targeted for improvement
  - Creation of benchmarking team
  - Establishment of measurable indicators for the process
- Generation of baseline measurements on own process
- Identification of the benchmarking target Organization
- Initiation of contact and seeking of permission from the benchmarking target
- Conducting the benchmarking visit
- Comparison of benchmark vs. own process and analysis of the differences
- Revision of own process
- Approval and implementation of revisions
- Documentation of revised standards

**Who should attend:** TQM managers, Executives, General Managers, in-house Kaizen Trainers/Consultants, Human Resource Managers and Officers

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Enrico C. Mina

Jun 5'17, Aug 8'17, Oct 5'17, Nov 7'17

**Number of days:** 1

**Seminar Dates:** Feb 3'17, April 5'17,

# Boiler Safety & Maintenance (BSM)

The boiler is a very delicate system that must be operated and maintained with utmost care. Inefficient operation, malfunction or accidents involving the boiler pose serious repercussions on the company in terms of cost and people's safety. With today's high cost of fuel, spare parts and labor and in the face of keen competition, a safe operation and a well planned maintenance program of a boiler (steam generator) play a vital role in the profitability of the process and service industries.

The seminar imparts the safety considerations, proper inspection, and effective maintenance of boilers. On top of this, the facilitator will discuss tips for a reliable and economical operation from personal experience. It will help boiler operators, facilities managers and maintenance people understand their job better and the responsibility that goes with it.

**Objective:** By the end of the seminar, the participants would have improved knowledge and better understanding of boiler safety, operation, inspection and maintenance standards for a reliable and economical boiler operation.

## Agenda:

- Classification and Types of Boilers
- Boiler Safety Code
- Local Laws & Ordinance
- Operating the Boiler
- Boiler Water Treatment
- Boiler Inspection
- Hydrostatic Test of Boiler
- Service Procedures
- Maintenance Procedure
- Predictive Maintenance



**Who should attend:** Boiler operator, managers, engineers and supervisors of facilities, engineering and maintenance.

**Seminar Fee:** P4,950 + P594 VAT

**Facilitador:** Pacifico O. Ortaliza  
Jun 5'17, Aug 7'17, Oct. 6'17, Dec 8'17

**Number of days:** 1

**Seminar Dates:** Mar 21'17,

# Business Law for Non-Lawyers (BLN)

It is inherent for entrepreneurs and managers to make business decisions. These decisions are carried out all for the purpose of serving the best interest of his/her company but whose effect oftentimes involves the whole organization and possibly outside of it. Some of these decisions may include having to interface with laws and therefore require legal considerations. Thus, there is little convincing that a basic knowledge of the laws and procedures affecting the world of business today is a useful "tool for living" to him/her. To this end, the course is designed to correspond to the topics of the legal environment relative to business decisions and practices in business today.

**Objectives:** After the seminar, the participant would have been able to:

1. Understand the importance of a basic knowledge of the law and the legal environment in today's world of business.
2. Learn the universal applicability of the law and the legal environment.
3. Appreciate awareness of the laws and rules governing the aspects of business-raising capital, marketing, and the distribution of goods and services, hiring and firing employees, and other activities.
4. Improve the quality of decisions consistent with sound legal principles.

## **Agenda:**

1. Introductions
  - What is Law?
  - Classification of Law
  - Remedies at Law
  - Decisions and Opinions
2. Terms and Concepts
3. Business Law
4. Courts and Civil Dispute Resolution
5. Criminal Law
6. Torts and Crimes Related to Business
7. International Property and Computer Law



**Who Should Attend:** Non-Lawyers who represent Management, Officers who are in-charge of enforcing legal policies and compliance and others.

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Atty. Isidro Espiritu

May 16'17, Jul 3'17, Sept 3'17, Nov 10'17

**Number of day/s:** 1

**Seminar Dates:** Jan 16'17, Mar 15'17,



# Business Process Re-Engineering (BPR)

Business Process Reengineering (BPR) is defined as “the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed.” BPR challenges the current ways of doing business and seeks large improvements through radical change.

This is a one-day course that will explore the basic concepts and practices of Business Process Reengineering. It will explain why there is a need for BPR, how to do it successfully, what its benefits and risks are, and how it relates to Total Quality Management/*Kaizen* (continuous improvement) and Information Technology.

**Objectives:** A participant who successfully completes the program will be able to:

1. Understand what BPR is and is not;
2. Appreciate the need for it;
3. Understand the key success factors and risks; and
4. Identify a business process in his/her organization that is a prime target for BPR.

**Agenda:** The course, which employs experiential and highly interactive approach and methodology, covers the following:

- |                           |  |
|---------------------------|--|
| ➤ What BPR is             | ➤ How to increase the odds for success   |
| ➤ What BPR is not         | ➤ Changes that occur under reengineering |
| ➤ Why reengineer?         | ➤ Comparison of BPR and TQM              |
| ➤ When is it appropriate? | ➤ Risks involved                         |
| ➤ Basic principles of BPR | ➤ Avoiding the pitfalls                  |
| ➤ How to reengineer       | ➤ Reference materials                    |

**Who should attend:** The course is suitable for general managers of enterprises or Strategic Business Units, corporate planning managers, TQM coordinators, human resources managers, operating managers in manufacturing and service firms, and other senior-level managers.

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Enrico C. Mina

May 22'17, Jul 8'16, Sept 9'16, Nov 11'17

**Number of days:** 1

**Seminar Dates:** Jan 17'17, Mar 11'17,

# Cost of Quality (COQ)

The language of money serves as the basic medium for assessing economic achievement. Organizations communicate results in monetary terms depending on their level of focus. Those directly involved in continuous improvement also seek financial evaluation. This requires the development of reliable costs associated with the effects of quality and a means of determining the resulting improvements.

Cost of Quality (COQ) is a well-recognized tool used to understand the economic consequences of quality. All quality costs are expenditures associated with ensuring that products conform to specifications or with the production of goods that do not conform. Conformance costs are those prevention and appraisal costs that have incurred to ensure that the manufactured product or delivered service conforms to specifications. Nonconformance costs are the internal and external failure costs associated with products or services that did not meet customer requirements.

**Objectives:** By the end of the seminar the participants would have:

1. Reviewed the basic concepts of the cost of quality
2. Gained the techniques needed to undertake the cost of quality improvement program that will increase business effectiveness and optimize the quality system cost
3. Gained sufficient understanding to develop and implement a quality cost system in the organization

## Agenda:

- Overview of the Cost of Quality
- Basic financial concepts
- Assessing quality cost
- Process cost model
- Cost of Quality Do's and Don'ts
- Implementing the Cost of Quality program



**Who should attend:** Recommended for individuals involved in continuous improvement program (e.g. managers, supervisors, engineers, staff, etc.) particularly on costs and quality

**Seminar Fee:** P2,750 + P330 VAT

**Facilitator:** Enrico C. Mina

Jun 7'17, Aug 5'17, Oct 31'17, Dec 9'17

**Number of days:** ½ (1 to 5pm)

**Seminar Dates:** Feb 4'17, April 11'17,

# Cross-Functional Teams (CFT)

Sometimes problems are big enough that they involve a series of departments or the entire company. Efforts to solve major problems as such by just one department may prove to be futile as contributions and cooperation of other functions are necessary. Major issues such as quality, cost, delivery, safety, new product introduction, organizational changes, etc. are jobs for Cross-Functional Teams (CFT). CFT is a *Kaizen* (improvement) team composed of representatives from various functions involved in the issue in question and whose purpose is to provide a total system view and permanent solution. Kaizen Management Systems, Inc. has helped a number of companies organize CFTs and solve major problems that resulted to millions of pesos saved. The course is backed-up by actual experience of Kaizen consultants in organizing and facilitating CFTs in Manufacturing, Process and Service Industries.

**Objective:** This two-day seminar will impart the process and techniques of choosing critical problem areas, selecting CFT members, setting team targets, and leading the team to fruition.

## Agenda:

- Cross-Functional Teams
- Issues for CFTs
- Selecting Team Members
- Roles to Play
- Defining Team Norms
- Managing CFT Meetings
- Problem Definition
- "As is" Flow Mapping
- Muda Elimination
- "Should Be" Flow Mapping
- The Shape of the solution
- Target Setting
- The PDCA problem solving cycle
- Project Documentation
- Presentation & Getting Approval
- Implementation and review

**Who should attend:** Companies who will embark on major problem-solving initiatives may send their key managers or coordinators who might be involved as CFT leaders or facilitators.

**Seminar Fee:** P9,350 + P1,122 VAT

**Number of days:** 1

**Facilitators:** Enrico C. Mina / Jose S. Villegas

**Seminar Dates:** Feb 9-10'17,

April 3-4'17, Jun 8-9'17, Aug 10-11'17, Oct 10-11'16, Dec 11-12'17

# Decision Making: Analytic Hierarchy Process (DMA)

Excellent decisions are arrived at by a thorough evaluation of all alternatives vis-a-vis the important criteria. This one-day seminar imparts the Analytic Hierarchy Process (AHP) for decision-making. The AHP is a simple yet powerful tool in coming out with a decision involving at least 3 alternatives and 3 or more criteria. It will include decision-making workshop employing Expert Choice, a software used by several industries and researchers for decision needing considerations for ideas, feelings and subjective factors.

The AHP provides a comprehensive and rational framework for structuring a problem, for representing and quantifying its elements, for relating those elements to overall goals, and for evaluating alternative solutions. It is used throughout the world in a wide variety of decision situations, in fields such as government, business, industry, healthcare, and education.

## Objectives:

- 1) Introduce the usability of Analytic Hierarchy Process (AHP) for decision(s) considering subjective factors;
- 2) Gain deeper insight into the nature of business relationships;
- 3) Find better ways to assess values in such relationships;
- 4) Construct solution on reducing, or at least understanding uncertainty that surrounds business plans and actions; and
- 5) Be able to apply AHP to work-related decisions

## Agenda:

- |  |   |
|--|---|
| ➤ Identify or define;  | ➤ Describe and Explain  |
| <input checked="" type="checkbox"/> Decision trees and tables.     | <input checked="" type="checkbox"/> Decision making under risk        |
| <input checked="" type="checkbox"/> Highest monetary value.        | <input checked="" type="checkbox"/> Decision making under certainty   |
| <input checked="" type="checkbox"/> Expected value of perfect info | <input checked="" type="checkbox"/> Decision making under uncertainty |
| <input checked="" type="checkbox"/> Sequential decisions           | <input checked="" type="checkbox"/> Analytic Hierarchy Process        |

\*\*\*Note: Please bring your laptop/computer

**Who should attend:** Decision-makers, Managers, Supervisors, and Staff in Planning, Human Resources, Operations, Engineering, Administration, Purchasing, etc.

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Joan Manahan

Jun 10'17, Aug 12'17, Oct 7'17, Dec 20'17

**Number of days:** 1

**Seminar Dates:** Mar 15'17,

# Demand Forecasting (DEF)

This is a course on the application of various techniques that will improve the accuracy and reliability of demand forecasts. Forecasting is the systematic prediction and estimation of the future value of a critical variable. The starting point of planning and the most critical variable to be forecasted is the volume of demand. It determines the quantity of materials to be procured, the number and scheduling of required personnel, the scheduling of equipment usage, and, in the long run, the capacity or size of facilities. Poor forecasting ability results in cost penalties and lost opportunities.

**Objectives:** At the end of this course, the participants will have been able to:

1. Become familiar with various forecasting techniques, their proper application, and their respective strengths and weaknesses
2. Be able to apply these techniques to a real-life demand forecasting situation

## Agenda:

- What is demand forecasting?
- Eight steps in forecasting
- Types of forecasts
- The Scatter Diagram
- Measures of forecast accuracy
- Time-Series Forecasting
  - Definition & Components of a time series
  - Forms of time-series models in statistics
  - Moving averages
  - Exponential Smoothing
  - Trend projection (least-squares method)
  - Seasonal variation
- Causal forecasting methods
- Monitoring and controlling forecasts



**Who should attend:** Managers, Supervisors, & Planning Staff in Production Planning & Control, Purchasing or Procurement, Maintenance,

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Enrico C. Mina

Mar 13'17, May 6'17, Jul 10'17, Sept 2'17, Nov 13'17

**Number of days:** 1

**Seminar Dates:** Jan 19'17,

# Design of Experiments (DOE)

Industries carry out experiments aimed at improving quality of products and processes, including shorter development cycles, more robust process, variability reduction, higher Cpk's, cost reduction, and others. But these experiments must be accomplished with certainty of results and cost pinned down to minimum.

This seminar on Design of Experiments (DOE) imparts the theory and approach for conducting designed experiments which are both economical and conclusive. DOE systematically applies statistics to the experimental process that allows evaluation of multiple variables and interactions among them with respect to the responses (quality characteristics). The strength of DOE is that it is capable of eliminating experimental "noises" and minimizing the number of runs to find the right answer making it cost effective.

**Objectives:** At the end of the seminar, the participant would have acquired the following:

1. Knowledge and techniques for resolving chronic issues and quality problems in development and manufacture of products;
2. Systematic methods of evaluating the impact of changes in the input variables on the target outcomes;
3. Cost effective approach for finding solutions to complicated development and production problems.

## Agenda:

- SPC review
- Rule of Experimental Design in Process Improvement
- *Approaches to Finding Answers*
- *Multi-Vari Charts*
- Paired Comparison
- Component Search
- Variables Search
- Full Factorials
- B vs. C Test

**Who should attend:** R & D people, Process Engineers, Quality Managers/Engineers, Production Managers, Supervisors and Engineers

**Seminar Fee:** P9,350 + P1,122 VAT

**Facilitator:** Joel L. Bonagua

April 19-20'17, Jun 14-15'17, Aug 15-16'17, Oct 13-14'17, Dec 15-16'17

**Number of days:** 2

**Seminar Dates:** Feb 13-14'17,

April 19-20'17, Jun 14-15'17, Aug 15-16'17, Oct 13-14'17, Dec 15-16'17

# ENERCON For Airconditioning & Refrigeration (EAR)

Common to airconditioning and refrigeration is that they are both energy intensive. Airconditioning accounts for about 60% of electric bill in many establishments while refrigeration represents a substantial portion of total costs in food processing industry.

This seminar explores the energy conservation possibilities in companies heavy on airconditioning and refrigeration. It will impart the tools to measure energy losses and potential energy saving opportunities and the techniques to use in exploiting the energy conservation possibilities. The facilitator who is a well-known expert in this field will provide “rule of thumbs” and tips in energy efficiency in cooling and refrigeration.

**Objectives:** A participant who has completed this seminar will

1. have enhanced understanding in the scientific principles of mechanical cooling;
2. be able to measure system efficiency and identify major electric energy losses; and
3. be able to formulate sensible enercon solutions on space cooling and refrigeration installations.

## Agenda

- Fundamentals of Cooling & Refrigeration
- Efficient Operation
- Energy Accounting
- Energy Audit
- Enercon Opportunities
- Maintenance Requirements
- Enercon Cases & Tips



**Who should attend?** This seminar is best for Enercon Managers/Engineers, Maintenance Managers/Engineers, Facilities Managers/Engineers and others who are involved in energy management and conservation in manufacturing plants, food processing industries, hotels, and commercial buildings/malls.

**Seminar Fee:** P4,950 + P594 VAT  
**Facilitator:** TBA

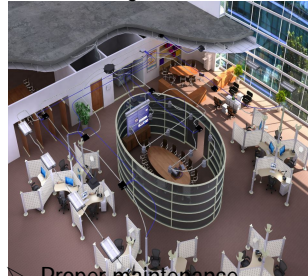
**Number of days:** 1  
**Seminar Dates:** TBA

# Energy Management in Buildings & Offices (EMB)

Primarily driven by petroleum price increases, the cost of electricity in buildings and offices witnessed a sharp increase in the last two or three years. In most buildings and offices, electricity is mainly for cooling, lighting and machines like copiers, printers, computers, and other office equipment. And our electric bills are growing much faster than our sales growth. We cannot prevent price increases in electricity. Other companies are also experiencing the same. But unlike others, we can decide to manage our electricity cost by way of reducing actual consumption. This seminar imparts the system approach to reducing the electrical energy consumption and explores all the avenues for energy savings in buildings and offices.

**Objective:** By the end of the seminar, the participants would have gained the following:

1. Electric energy saving ideas and techniques
2. Method of Conducting an Energy Audit
3. Developing the Energy Management Program
4. Managing the electricity cost reduction program



## Agenda:

- Interpreting your electric bill
- Difference between power and energy
- Calculating the potential electricity consumption
- Identification of electricity consuming devices
- Pareto Analysis of energy consuming devices
- Identifying electrical wastes situations
- Energy management as proper operation
- Proper maintenance
- Water is energy
- The Energy Management Program
- Involving your People
- Monitoring the progress of your Energy Management Program
- Conducting an Electric Energy Audit

**Who should attend:** Building Administrators, Admin Managers, Branch/Office Managers, Owners of Small Business, etc.

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** TBA

**Number of days:** 1

**Seminar Dates:** TBA



# Failure Modes & Effects Analysis (FMEA)

After its successful acceptance of US Industry, FMEA has generated widespread interest as a means of improving reliability, preventing costs and shortening lead-times. The appeal of Failure Mode and Effect Analysis (FMEA) lies in its versatility. Its principles and techniques can be applied to almost any product or process, making it a very useful tool for companies in any industry.

This FMEA course supports Design Concepts and Quality Systems in the ISO-9000 and TS16949 standards. It will impart the method of identifying potential causes of a failure (in product or process) whose effects might be felt on the customer side. It will teach how to use statistical analysis to determine the probability of a root cause occurring and the method of developing countermeasures to avert the failure mode in question.

## Objectives:

1. To introduce to the participants the methodology of FMEA and its importance to the principle of quality planning and control.
2. To familiarize the participants with the applications and benefits of FMEA.
3. To acquaint the participants with the guidelines for managing an FMEA program.

*Note 1: This course has two variants namely Design FMEA and Process FMEA. Each is a one-day seminar.*

## AGENDA:

### Introduction to FMEA

- Definition and Purpose
- Approach
- Benefits
- Background
- Applications
- Key Elements
- Requirements for Success

### Design FMEA

- Definition and Purpose
- Benefits
- Key Elements
- Basic Steps
- Design FMEA Form
- Results Action Form
- Workshop

### Process FMEA

- Definition and Purpose
- Benefits
- Key Elements
- Process FMEA Form
- Ranking Effectiveness
- Workshop

*Note 2: The Both seminars share the same introduction.*

**Who should attend:** Staff, supervisors, engineers and managers in Quality Control/ Quality Assurance, Production/Operations, R & D, and Maintenance/Engineering

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Exequiel V. Abad

Jun 30'17, Aug 31'17, Oct 19'17, Dec 13'17

**Number of days:** 1

**Seminar Dates:** Feb 17'17, April 26'17,

# Forklift Cost Savings (FCS)

Internal transportation and material handling are considered to be necessary evils. They do not add value (for your customers) but you cannot do without. That is why you must minimize the cost of operating and maintaining your forklifts. In order to allow this to happen, it is essential that the personnel involved in the operation and maintenance of forklifts are well-trained and proficient.

The safe and efficient operation of a forklift requires skill and alertness on the part of the operator. To develop the necessary skills, the operator must: 1) Receive training in the proper forklift operation, 2) Understand its capabilities and limitations, 3) Be familiar with its design and construction and see that it is maintained in good condition, and 4) Be able to recognize wasteful and unsafe conditions.

This seminar will help enhance knowledge and skills of your forklift operators and maintenance crew who will be your partners in cost savings.

**Objective:** By the end of the seminar, the participants would have improved knowledge and better understanding of the forklift operation, safety practices, trouble shooting and ways to prolong the productive life of the forklift.

## Agenda:

- Duties & Responsibilities of a Forklift Operator
- Forklift Nomenclature
- Instrument & Controls
- Safety Instructions
- Daily Checks
- Storing
- Operations
- Planned Maintenance



- Periodic Maintenance
- Trouble Shooting
- Video Showing

**Who Should Attend:** Forklift Operators, Maintenance Engineers, Supervisors and Technicians

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Pacifico O. Ortaliza  
May 13'17, Jul 8'17, Sept. 11'17, Nov. 14'17

**Number of days:** 1

**Seminar Dates:** Jan 20'17, Mar 31'17,

# Genset Reliability & Cost Savings (GRC)

The genset or standby emergency power is a critical need of industry throughout the world, particularly in areas where local power supply is unreliable. An interruption of power can cause production delays and material losses. In the event of power outage or low voltage situation, emergency power unit must come inline, taking over the full or partial electrical load of the plant without delay. It is imperative that standby generating set should be operated and maintained properly for reliability and optimum service.

This one-day seminar will show you how to achieve optimum performance from any size of standby generating sets. The seminar leader will place emphasis on the importance of regular maintenance and the measures to assure reliability of the emergency power units. Standards and procedures, for inspection and maintenance critical to discovering defects before they result in serious damage, will be taken up. Basic practical and modern maintenance program for standby units will be discussed.

**Objective:** By the end of the seminar, the participants would have gained the necessary knowledge, standards and techniques in proper management, operation and maintenance of generating sets.

## Agenda:

- New and Rebuilt Engines Break-in
- New or Rebuilt Engines Pre-starting
- Starting the Engine
- Engine Warm-up
- Engine Exhaust
- Engine Shutdown
- Maintenance Checks
- Lubricating Oil & Grease
- Modern & Practical Maint. Program
- Preventive Maintenance
- Predictive Maintenance
- Belt and Pulleys
- Delivery System
- Safety Standards
- Coolant
- Fuel Oil

**Who should attend:** Genset operators, plant engineers, plant managers, building administrators, building engineers, maintenance engineers and supervisors, utility managers and contractors.

**Seminar Fee:** P4,950 + P594 VAT

**Facilitador:** Pacifico O. Ortaliza

Mar 10'17, May 10'17, Jul 15'17, Sept. 12'17, Nov. 15'17

**Number of days:** 1

**Seminar Dates:** Jan 21'17,

# Good Manufacturing Practices (GMP)

This one day seminar on Good Manufacturing Practices (GMP) imparts the sanitary standards fit for food beverage, packaging products and drug manufacturing facilities. It covers the approaches, tools and techniques to comply with customer requirements and institutional/government regulations important on the aspect of food and drug safety. The manufacture of safe food and drug products is covered by government regulations. The seminar will cover all the areas of food and drug safety starting with the premises, construction of buildings, provisions of sanitary facilities, training of employees, pest control and waste management.

**Objectives:** Upon completion of this one-day seminar-workshop, the participant will be able to

1. Define sanitary requirements for a food, beverage, packaging products and drug manufacturing plants.
2. Prepare areas of production to satisfactorily comply with requirements of the government regulatory inspections on cleanliness, pest control and waste management.
3. Supervise employees to assure compliance with respect to sanitary practices and use of sanitary provisions and facilities.
4. Implement pest control and waste management.

## Agenda:

- Sanitary Requirements for a Manufacturing Facility
- Mock Audit of work area to define violations.
- "Ten Commandments of Good Sanitation for Employees"
- Action Planning to define corrective actions and required resources for implementation.



**WHO SHOULD ATTEND:** Managers/Supervisors of Manufacturing Facilities for Food, Beverage, Packaging, Drug and Cosmetics; Hotel and Restaurant Managers and Supervisors; Caterers

**Seminar Fee:** P4,950 + P594 VAT

**Facilitador:** Zenaida T. Veloso/Elizabeth A. Aurin  
Apr 22'17, Jun. 19'17, Aug 10'17, Oct. 16'17, Dec 18'17

**Number of days:** 1 day

**Seminar Dates:** Feb 18'17,

# Good to Great: the Secrets of Level 5 Leadership (GOG)

Jim Collins and a group of 22 research associates conducted a five-year study (from 1996 to 2001) to identify the critical factors that drive the transformation of a company from merely good to a great organization. They began with a population of 1,435 companies that appeared on the *Fortune 500* from 1965 to 1995 and found that only 11 companies met the specific pattern they had set: cumulative stock returns at or below the general stock market for 15 years, punctuated by a transition point, and cumulative returns at least three times the market over the next 15 years. Every component in the final framework showed up in all 11 good-to-great companies during the transition era, regardless of industry, transition decade, circumstances, or size.

The single most significant factor was the presence of a CEO who exhibited a rare combination of two traits (what Collins calls "Level 5 Leadership"): genuine humility and a fierce determination. This course examines how these two seemingly contradictory traits can co-exist in a leader and how such a Level 5 leader can transform his/her organization towards greatness.

**Objectives:** At the end of this course, the participants will have learned:

1. Collins' hierarchy of leadership and the characteristics of each level.
2. The distinguishing qualities of Level 5 leadership and why they are so effective in transforming organizations
3. The other success drivers uncovered by the research, and their synergy with Level 5 leadership
4. How Level 5 leadership behavior can be learned
5. Level 5 leadership and servant leadership



**Agenda:** The course covers the following:

- The importance of organizational leadership
- Transactional vs. transformational leadership
- The Collins & associates research
- The Collins hierarchy of leadership
- Level 5 leadership and organizational transformation
- Other success drivers and their synergistic relationship with Level 5 leadership
- Learning Level 5 leadership
- Level 5 leadership and Servant Leadership

**Who should attend:** The course is suitable for all managers and supervisors, particularly CEOs and other senior executives, entrepreneurs, and Human Resource managers.

**Seminar Fee:** P4,950 + P594 VAT

**Facilitador:** Enrico C. Mina

May 20'17, Jul 12'17, Sep 16'17, Nov 4'17

**Number of days:** 1 day

**Seminar Dates:** Jan 31'17, Mar 25'17,

# Hazard Analysis at Critical Control Points (HACCP)

Food product safety has become a global concern and customers now are as keen as ever on the food they are served. This seminar/workshop imparts the system for assuring food safety through process control at critical points. The system being referred to is Hazard Analysis at Critical Control Points or HACCP which was originally developed for the US space program. HACCP has since been recognized and accepted system globally particularly in Europe. This has become a requirement for exporters of sea food and processed food; local manufacturers of bakery and other food products, including key raw materials. Facilitated by a food processing expert, the participants will learn to analyze potential contaminants from raw materials and the risks and the severity of the threats of contamination at critical control points of the process. Information on possible contaminants: physical, chemical and microbiological, their sources and mode of transmission will be provided.

**Objectives:** Upon completion of this two-day seminar/workshop, the participants will be able to:

1. Define sanitary requirements of a manufacturing facility;
2. Define the possible physical, chemical and microbiological contaminants;
3. Define the pathways of contamination, especially microbiological contaminants, and their elimination;
4. Define the principles of HACCP;
5. Conduct a HACCP planning session;
6. Prepare a draft HACCP plan.

## Agenda:

- Good Manufacturing Practices
- Threats of contamination/hazards
- Principles of Food Safety
- Critical Control Point analysis
- Draft HACCP Planning vs. Process Flow
- HACCP Manualization



**Who should attend:** Supervisors/Representatives of Purchasing, Production, QA, Engineering, Planning and Shipping especially from Food and Feed Processing companies; Agricultural, Livestock and Fisheries Suppliers; Abattoirs, Bakeries, Caterers, Canteen Concessionaires; Restaurants; Hotels and Food Exporters.

**Seminar Fee:** P9,350 + P1, 122 VAT

**Number of days:** 2

**Facilitator:** Elizabeth A. Aurin

**Seminar Dates:** Jan 23-24'17,

Mar 22-23'17, May 17-18'17, Jul 26-27'17, Sept 13-14'17, Nov 16-17'17

# High Performance Teams (HPT)

In today's very challenging business environment, organizations have to draw out extraordinary performance from ordinary people. These people have to work together and support one another in order to achieve an overall result greater than the sum of their individual accomplishments done independently. This is a workshop on building teams, small groups of people, with different personalities, backgrounds, and characteristics but interacting together to achieve a common purpose under the guidance of a leader.

**Objectives:** At the end of this course, the participants will have been able to:

1. Understand and appreciate what a high performance team is and the principles and concepts underlying its creation and maintenance
2. Experience the benefits of teamwork through learning exercises and group work
3. Understand conflicts and how to manage them
4. Create a vision of how teams can contribute significantly to the organization's Mission and Vision and to its effectiveness and efficiency

## Agenda:

- Types & Benefits of teams
- Model of work team effectiveness
- Work team characteristics
- Qualities/Roles of Leaders & Members
- Stages of team development
- Team cohesiveness
- Team norms and how they are formed
- Conflicts and How to Handle them
- Communication in Teams
- Team Performance Measurement
- Supportive compensation systems
- Developing organizational vision and mission with respect to teams
- Presentation on how to run effective team meetings
- The Elements of a Dynamic Team
- Stages of Team Development
- Becoming familiar with one another
- Identifying the Team's tasks
- Team Player Styles
- Intra-group conflicts
- Interpersonal behaviors
- Testing out roles within the team
- Valuing Differences
- Developing group cohesion
- Establishing group norms & ground rules
- The Team as a change instrument
- Valuing The Team
- Challenging others & expressing individual viewpoints

**Who should attend:** Operations Managers, Support Services Managers, and Human Resource Department Managers, Training Managers and Officers, Maintenance & Engineering Managers and Technical Staff

**Seminar Fee:** P7,700 + P924 VAT

**Facilitator:** Enrico C. Mina

Jun 28-29'17, Aug 29-30'17, Oct 17-18'17, Dec 19-20'17

**Number of days:** 1-1/2

**Seminar Dates:** Feb 6-7'17, Apr 19-20'17,

# Internal Quality Audit (IQA)

This two-day course is designed for personnel involved in internal quality auditing functions. Knowledge of the ISO 9000 and QS-9000/TS-16949 standards is a definite asset. The course will present the audit cycle (audit theory) from the internal auditor's perspective. It will provide some guidelines and tips on planning and preparing for an internal audit, making an audit report, documenting non-conformance, etc. It will also include follow-up to the audit report, post-audit activities and corrective action effectiveness evaluation.

**Objectives:** At the end of this training, the participants should be able to:

1. Setting up internal audits for ISO 9000, QS-9000/TS-16949
2. Identifying and achieving audit objectives
3. Reporting audit findings
4. Recognizing and resolving difficulties in auditing
5. Conduct follow-up audits and close audit deviation reports

## Agenda:

- Introduction to Audit (Definition and Types)
- The Audit Pyramid
- Elements to be audited
- The Audit Process
  - Planning and Preparation
  - Audit Proper
  - Documentation and Report
  - Reporting Audit Findings
- Post Audit Activities
  - Follow-up
  - Closure of Non-conformances
- Tools and Techniques
- Examples and Cases



**Who should attend:** QA personnel, Internal Auditors, Department Managers

**Seminar Fee:** P9,350 + P1, 122 VAT

**Facilitator:** Elizabeth A. Aurin / Odze C. Casis

**Number of days:** 2

**Seminar Dates:** Feb 15-16'17, April 27-28'17, Jun 5-6'17, Aug 24-25'17, Oct 23-24'17, Dec 21-22'17



# ISO-14001 (ISO14)

This course explores the standards and requirements for voluntary certification on ISO-14000, a global standard for environmental management system which provides an objective basis for verifying a company's claim about its corporate environmental performance.

Certification under ISO-14000 is advantageous because it will allow the company to be efficient and more profitable as it makes less or no waste that unfavorably affects the environment. Projecting a perception of genuine concern for the environment and sustainable development, the company will gain the trust and confidence of customers and stakeholders. Especially in international trade, customers tend favor suppliers that comply with environmental rules. Due to legal concerns and pressure from the society, it is getting riskier to deal with non-environment friendly suppliers.

**Objectives:** At the end of this training, the participants should be able to:

1. Appreciate the elements and requirements of ISO 14000
2. The process of certification to the Standard
3. Gain an idea on how to develop an EMS and integrate it with ISO 14000

## Agenda:

- Overview of ISO 14001 Environmental Management Systems
- Development of Environmental Policy
- Planning your EMS
- Developing an Environmental Management Program
- Implementation and Operations
- Checking and Corrective Actions
- Certification for ISO-14000
- Environmental Management Audits
- Management Review



**Who should attend:** EMS Management Representatives, Pollution Officers/Engineers, Product/Process Design Engineers, Documentation Teams, Department Heads, Prospective ISO 14000 Team Members and Internal Auditors

**Seminar Fee:** P9,350 + P1, 122 VAT

**Facilitator:** Elizabeth A. Aurin

Jun 20'17, Aug 14'17, Oct 25'17, Dec 4'17

**Number of days:** 1

**Seminar Dates:** Feb 3'17, Mar 10'17,

# ISO-22000 (ISO22)

Food reaches consumers via supply chains that may link many different processes, companies and may stretch across multiple borders. One weak link may result in unsafe food that is dangerous to health and if this happens, the hazards to consumers maybe serious. The consumers must therefore be protected from potential food safety and health hazards from start to end of the supply chain which may include feed producers, primary producers, food manufacturers, transport and storage operators and sub contractors, retail service outlets, producers of equipment, packaging materials, cleaning agents, additives and ingredients.

This seminar on ISO-22000:2005 allows the company to appreciate the elements of the internationally accepted standard on Food Safety Management System, how to comply with it and eventually get certified. It ensures that every segment in the food supply chain is food safety compliant.

**Objectives:** At the end of this training, the participants should be able to:

1. Appreciate the elements and requirements of ISO 22000
2. The process of certification to the Standard
3. Gain an idea on how to integrate ISO 22000 with existing quality management system in his/her company

## Agenda:

- Principles of Food Safety
- Basic understanding of Food Safety Management System (FSMS)
- Requirements of ISO 22000:2005
- Standards & Requirements of ISO 22000
- Food Safety Management System Certification.



**Who should attend:** Supervisors/Representatives of Purchasing, Production, QA, Engineering, Planning and Shipping especially from Food and Feed Processing companies; Agricultural, Livestock and Fisheries Suppliers; Abattoirs, Bakeries, Caterers, Canteen Concessionaires; Restaurants; Hotels and Food Exporters. Each company should have at least three participants for a truly total system application

**Seminar Fee:** P9,350 + P1, 122 VAT

**Facilitator:** Elizabeth A. Aurin

**Number of days:** 2

**Seminar Dates:** Feb 13-14'17,  
Apr 3-4'17, Jun 14-15'17, Aug 14-15'17, Oct 26-27'17, Dec 5-6'17

# ISO-9001:2015 Awareness & Documentation (ISO9a)/(ISO9d)

This seminar helps companies and organizations establish and maintain a quality management system consistent with the new version of the ISO 9001:2008. Such a system does not only command respect of customers but also assure that the processes are effective and contribute to the overall performance of business. The seminar is divided into two modules namely: Awareness and Documentation.

ISO 9001:2008 Awareness focuses on the 8 Quality Management Principles and the five major Requirements and how the organization must address these Requirements. Documentation discusses the requirements in documenting process and results standards, the Quality Manual and document management.

**Who should attend:** Quality Management Representatives, Documentation Teams, Department Heads, ISO 9000 Internal Auditors

**Facilitator:** Beth Aurin

## Agenda

### Awareness

- You and Your Customers
- What is Quality Management System (QMS)
- ISO 9001:2008 Quality Management System
- QMS Requirements
- Management Responsibility
- Resource Management
- Product Realization
- Measurement, Analysis & Improvement Requirements

**Seminar Fee:** P4,950 + P594 VAT

**Number of days:** 1

**Seminar Dates:** Feb 7'17, April 5'17,  
Jun 16'17, Aug 29'17, Oct 30'17,  
Dec 7'17

### Documentation

- The ISO 9001:2008 Documentation Requirements
- Documenting The System Using the Process Approach
- Business Process Mapping
- Developing Quality Policy, Objectives and Performance Indicators
- Preparing the Quality Manual
- Writing the Procedure
- Developing Support Documents

**Seminar Fee:** P8,500 + P1,020 VAT

**Number of days:** 2

**Seminar Dates:** Jan 30-31'17, Mar 29-30'17, May 15-16'17, Jul 20-21'17, Sept 18-19'17, Nov 20-21'17

**Note: In-house implementation is recommended for these seminars.**

# Job Hazards Analysis & Accident Prevention (JHA)

A lot of accidents and corresponding losses and costs would have been prevented had the job or the place of work been analyzed for potential hazards. Advanced safety management, accident analysis techniques, and wealth of accidents and near-miss data have now been made possible to accurately predict accidents so they can be avoided or measures taken to eliminate their chance of occurrence.

This seminar will teach the techniques for identifying hazards or potential accidents in work and in the workplace. It will impart the method for developing measures that will eliminate or guard against potential hazards. Finally, the participants will review the methodology for analysis, evaluation and reporting of accidents.

**Objectives:** By the end of the seminar, the participants would have learned:

1. The techniques of hazard identification;
2. Develop precautions/guard against potential hazard sources;
3. Reviewed accident analysis/evaluation and accident reporting.

## Agenda:

- Job Hazard Analysis
- Performing a JHA
- Methods and Techniques
- Accident Investigation Process
- Gathering Facts and Evidences
- Reporting Accidents
- Implementation of Corrective Measures
- Using Accident Reports to Improve JHA



**Who should attend:** Safety Managers/Officers, Personnel Officers, Production/Operations & Maintenance Managers, Engineers, & Supervisors

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Joel B. Ello

3'17, May 27'17, Jul 22'17, Sep 20'17, Nov 17'17

**Number of days:** 1

**Seminar Dates:** Jan 27'17, Mar

# Just-In-Time Production System (JIT)

When people hear JIT, what comes to mind is zero inventory and that it is impossible to implement if raw materials are imported. Don't believe this for a minute because what Just-in-Time (JIT) really means is producing only the required quantity of the customer through a system that assures delivery of complete quality product rather than making work-in-process. The functionally oriented conventional production system has been designed to work hard on making work-in-process inventory, which can never be delivered to the customer. What management should be doing is to focus organizational efforts on delivery of customer requirements on time instead of getting lost in a host of activities that have nothing to do with the customer. The JIT Production System seminar/workshop is a presentation of cases of proven approaches and techniques for improving customer satisfaction through timely delivery of good quality products at competitive prices.

**Objectives:** By the end of this two-day seminar you will have:

1. Learned the systems and techniques of Just-in-Time
2. Seen what others have done and how these techniques worked
3. Gotten ideas on how these techniques might solve your production and delivery problems
4. Developed an action plan to implement appropriate JIT solutions for your company.



## Agenda:

- Takt Time concept
- Pull Production system
- 5S - Red Tag campaign
- Visible Management
- Factory layout solutions
- Line Balancing
- Change-over and set-up Improvement
- Production Leveling
- Dealing with machine breakdowns -  
Autonomation, TPM
- Cultural issues of JIT
- Action Planning

**Who should attend:** Managers, Engineers, and Supervisors in Production, Engineering/Maintenance, Human Resources, Corporate Planning, Logistics Sales/Marketing & Materials Management/Purchasing, PPC and others

**Seminar Fee:** P9,350 + P1, 122 VAT

**Number of days:** 2

**Facilitators:** Jose S. Villegas/Enrico C. Mina  
April 27-28'17, Jun 14-15'17, Aug 15-16'17, Oct 23-24'17, Dec 21-22 '17

**Seminar Dates:** Feb 20-21'17,

# Kaizen Strategy (KAI)

Kaizen or Continuous Improvement is the secret behind the success of globally competitive corporations. It is what brought Toyota to be the world's number 1 automaker. Kaizen is not a thoughtless improvement but a well-orchestrated approach initiated from the top rather than from the bottom. Kaizen is also a culture of improvement that assures profitability in the process of keeping customers loyal and satisfied. It involves creating the internal capability to detect and capture problems/ideas, transform the same into opportunities, and putting these into actions that make processes and products better, faster, safer and cheaper.

This two-day seminar will make management realize the need to adopt a more dynamic set of commonly held values, beliefs, practices, and systems that nurture continuous improvement. It

will discuss the concepts and principles of Continuous Improvement (Kaizen) strategy that will open the minds of the participants to possibilities and break old paradigms that only aim to defend the status quo. The Kaizen strategy provides for meeting or exceeding customers' quality, cost, and delivery (QCD) requirements through continuous improvement of people and processes while keeping the company profitable. Through examples and workshops, the seminar will demonstrate the power of Kaizen as a strategy for competitive success.



**Objectives:** By the end of the seminar the participants would have:

1. Gained a better appreciation of the necessity to match the internal process and people capabilities with customer expectations,
2. Appreciated process value recognition,
3. Learned the techniques for process waste elimination,
4. Learned the techniques for maintenance of improvements,
5. Learned and appreciated the Kaizen culture.

## Agenda:

- Super-Ordinate Principles
- Concepts of CPI and TQM
- Process Flow Mapping
- Process Wastes
- Waste Elimination
- Process Improvement
- Simulation
- Standards & Suggestions
- The Culture of Improvement
- Where do we go from here?

**Who should attend:** Executives, General Managers and Managers In-charge of Production/ Operations, Human Resources, Engineering, Maintenance, Materials/Purchasing, Accounting/Finance, etc.

**Seminar Fee:** P9,350 + P1, 122 VAT

**Facilitators:** Enrico C. Mina/Jose S. Villegas

April 6-7'17, Jun 22-23'17, Aug 29-30'17, Oct 25-26'17, Dec 19-20'17

**Number of days:** 2

**Seminar Dates:** Feb 22-23'17,

# Leadership & Management (LMW)

An effective manager is also a leader of his/her people. Leadership is a trait that a person is not born with but which can be acquired through training and experience. It is characterized by appropriate use of power, understanding human nature, and ability to motivate and inspire people to attain group goals.

This seminar/workshop walks the participants through the essential principles of management and leadership. It imparts the various leadership models that can be adopted in different situations and the important management and people skills one has to acquire and develop in order to manage effectively.

**Objectives:** A successful participant will:

1. Understand, accept and adapt the Skills in Communication and Effective Interfaces;
2. Learn & adapt the concepts of Leadership as applied in management of people;
3. Learn and apply the management functions in handling the roles of a manager;
4. Understand and adapt the concepts in Planning and Organizing Work
5. Learn how to coach/counsel, motivate and train/develop subordinates.

## Agenda:

- Communication Skills
- Personality Styles and Effective Interfaces
- Leadership Defined
- Leadership Components
- Leadership Styles
- Management Functions
- The Leader's Planning Functions
- The Leader's Organizing Function
- The Leader's People Skills
- Coaching & Counseling
- Motivating and Motivators
- Training and Developing Subordinates
- Fostering Teamwork in the Work Place
- Group Presentations



**Who should attend:** This training will specially benefit supervisors and managers management trainees, and those who are about to be promoted as supervisors or first line managers

**Seminar Fee:** P9,350 + P1, 122 VAT

**Facilitator:** Fermin A. Domingo

Mar 6-7'17, May 22-23'17, Jul 24-25'17, Sept 21-22'17, Nov 22-23'17

**Number of days:** 2

**Seminar Dates:** Jan 26-27'17,

# Leadership Challenge in Service (LCS)

Organizations with leaders are organizations that pay close attention to the value of human potential. Leadership brings out the best in people, which brings out performance excellence. The challenge for most organizations today is motivating their people to take on a leadership role.

This seminar will present to potential leaders and those who are already practicing leadership the realities of taking the leadership role, the principles to apply and the commitments to make.

Participants will be engaged in various activities, which will explore leadership skills necessary to enhance their current performance at work.

**Objectives:** *The Leadership Challenge* is designed for the participants to:

1. See the contrasting perspectives between managing-supervising and leading
2. Gain awareness of the current principles in leadership
3. Review the various commitments of leadership



## Agenda:

- What Followers Expect of Leaders
- Paradigm Shifts in Leadership
- The Thin Line Between Leaders & Managers
- The Leadership Power Principles
- Becoming a Role Model
- Involving others in a common vision
- Challenging the Status Quo Building on People's Strength
- Searching for Opportunities
- Taking Risks
- Managing Conflicts
- Pointers on Coaching and Mentoring
- Motivating your people
- Celebrating Accomplishments
- Searching for Opportunities
- Fostering Teamwork

**Who should attend:** Managers, supervisors, team leaders, trainers and office staff

**Seminar Fee:** P2,750 + P330 VAT

**Facilitator:** Elisier M. Fantillo

Mar 1'17, May 24'17, Jul 4'17, Sept 25'17, Nov 13'17

**Number of days:** ½ (1-5 pm)

**Seminar Dates:** Jan 25'17,



# Leadership for Kaizen (LKN)

During the times of plenty, any idea or management system can be successful. It is during rough times like the present economic environment, that excellent corporations stand out and gobble up the market shares of others who lose out. What makes these companies thrive when others were just barely trying to survive?

The real secret behind the success of Toyota and other global giants does not lie on the systems and techniques like Six Sigma, Lean Manufacturing, kanban, JIT, SMED, etc. This workshop will show that Kaizen culture plus visionary leadership equals a formidable competitor. It identifies the building blocks of Kaizen as a culture and the role that executives play in order to build and develop a Kaizen culture in the company. It demonstrates that the systems and techniques are actually solutions to total system issues as envisioned by the leaders. Finally, the workshop will explore the mechanisms by which companies may be able to emulate and apply the lessons from Toyota and other winners in our turbulent economic condition characterized by high costs.

**Objective:** By the end of this two-day workshop, the participants would have;

- 1) Identified the features of the Kaizen culture that allowed companies to thrive in crisis;
- 2) Understood the role of executives and managers in creating, developing and leading the Kaizen culture in a company; and
- 3) Examined how a Kaizen organization respond to high cost environment.

## Agenda

- Kaizen in history
- Solutions of excellent companies
- The Cinderella Effect
- Seeing solutions, not problems
- Dangers of copying somebody else's solution
- What is a Kaizen Culture?
- Elements of a Kaizen Culture
- Goals of Business & Theory of Constraints
- Problems are opportunities
- Visionary Leadership
- Visions lead to solutions
- Designing & Developing the Kaizen Culture

**Who should attend:** Executives, managers, leaders, entrepreneurs, and others in all industries: service or manufacturing

**Seminar Fee:** P11,000 + P1,320 VAT

**Number of days:** 2

**Facilitator:** Jose S. Villegas

**Seminar Dates:** Jan 30-31'17,

Mar 16-17'17, May 25-26'17, Jul 11-12'17, Sept 26-27'17, Nov 27-28'17

# Lean Inventory System (LIS)

The objective of every company is to deliver goods and services to its customers. In doing so, materials must be purchased and made available for production.

A certain level of inventory becomes necessary, especially that the materials are imported or the suppliers cannot deliver "just-in-time".

The Lean Inventory System seminar or Inventory Planning Control (IPC) is designed to equip the participant with working concepts on IPC and the necessary skills to implement these concepts in order to improve inventory turn-over, while continuously making available materials needed in the company operation.

These concepts will find a lot of use in computers because of the volume of materials and transactions that your company works on. The emphasis of the training however is in understanding the principles behind concepts.

**Objective:** By the end of the seminar the participants would have been equipped with working knowledge and techniques for cost effective materials planning and management.

## Agenda

- IPC Concept, Objectives, Scope
- Organizing IPC
- Classifications of Materials
- Materials Identification and Coding
- Classical Inventory Control Technique
- Materials Requirement Planning
- Some Inventory Reduction Techniques
- Performance Analysis



*(Note: The participant is advised to bring a calculator.)*

**Who should attend:** This training will specially benefit inventory planning managers, inventory controllers, materials managers, purchasing managers, corporate planners, production managers and those whose jobs are to be on top of this important function of supplying materials to the company operation at the least possible cost.

**Seminar Fee:** P7,700 + P924 VAT

**Number of days:** 1-1/2

**Facilitator:** Enrico C. Mina

**Seminar Dates:** Jan 23-24'17, Mar 8-

9'17, May 29-30'17, Jul 17-18'17, Sept 28-29'17, Nov 14-15'17

# Lean-Kaizen Office (LKO)

In today's extremely demanding office environment, results are expected to be carried out efficiently, i.e. effective, fast and minimal cost. To make this happen, goals are clear, people understand the changes taking place in a fluid work environment, and do the best thing possible in a given situation. This is not, however, seemed to be how offices carry out business. Instead, in most offices results are realized only after an exorbitant cost and completion time that is nearly impossible to predict.

This seminar on Lean-Kaizen Office imparts the concepts and techniques for focusing everyone to the goal of the office as support to manufacturing or service business. It features the Kaizen Management System for office such as visual management, standing work, cordless phones, C-H Chart and other techniques that allow coordination of work, cooperation, and connecting efforts of individuals working in a group. It demonstrates how an office can be transformed to a continuously learning and improving organization focused on creating value for customers and avoiding unnecessary efforts and expenses.

**Objectives:** By the end of this 1-day seminar/workshop the participants will be capable to and implement an environment that supports effectiveness and speed in attaining the main purpose of an office as a workplace for supporting the business. It will impart the techniques that allow people to focus on business (and avoid non-value adding activities), cross-functional teaming, easy and seamless communication through breaking down departmental barriers, visual management and improvement of morale.

**Agenda:** Among others, the following will be discussed:

- Just-in-Time Transaction
- Visual Project/Work Status
- Work Flow Room
- C-H Charting
- Customer-paced Work
- Procedure Standardization
- Hi-Tech Applications
- Creating a Kaizen Culture

**Who should attend:** Senior Business Executives, Decision-Makers, Managers, Engineers and Executive Assistants in Executive Offices, Administration, Sales, Marketing, Purchasing, and Engineering and other support functions of any company

**Seminar Fee:** P4,950 + P594 VAT

**Number of days:** 1

**Facilitators:** Joe Villegas

**Seminar Dates:** Feb 1'17, Apr 10'17,

Jun 17'17, Aug 2'17, Oct 27'17, Dec 18'17

## Kaizen Management Systems, Inc.

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### List & Schedule of Training Programs for 2017

pp	Seminar Title	Code	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17	Nov '17	Dec '17
22	5-S System of Good Hsekpg	5SH	9		5		31		28		1		6	
23	8-Discipline - Problem Solving	8DP	10		18		12		14		4		7	
24	Abnormality Mgt System	ABS	11		14		5		5		5		8	
25	Activity-Based Costing	ABC		1-2		6-7		1-2		3-4		2-3		4-5
26	Advanced Pdt Quality Planning	APQ	18		1		12		6		6		22	
27	Balanced Scorecard	BAL	13		25		9		6		7		9	
29	Behavior-Based Safety	BBS			4			3		7		4		6
30	Benchmarking for Improvemnt	BMI		3		5		5		8		5		7
31	Boiler Safety & Maintenance	BSM			21			6		7		6		8
32	Business Law for Non-Lawyers	BLN	16		15		16		3		8		10	
33	Business Process Re-Engg	BPR	17		11		22		8		9		11	
34	Cost of Quality	COQ		4		11		7		5		31		9
35	Cross-Functional Teams	CFT		9-10		3-4		8-9		10-11		10-11		11-12
36	Decision Making: Analytic HP	DMA			15			10		12		7		20
37	Demand Forecasting	DEF	19		13		6		10		2		13	
38	Design of Experiments	DOE		13-14		19-20		14-15		15-16		13-14		15-16
40	Energy Mgt Buildings & Offices	EMB		11		12		16		18		12		23
41	Failure Mode & Effects Analys	FMEA		17		26		30		31		19		13
42	Forklift Cost Savings	FCS	20		31		13		8		11		14	
43	Genset Reliability & Cost Savg	GRC	21		10		10		15		12		15	
44	Good Manufacturing Practices	GMP		18		22		19		10		16		18
45	Good to Great Leadership	GOG	31		25		20		12		16		4	
46	Hazard Anal @Critical Ctrl Pts	HACCP	23-24		22-23		17-18		26-27		13-14		16-17	
47	High Performance Teams	HPT		6-7		19-20		28-29		29-30		17-18		19-20
48	Internal Quality Audit	IQA		15-16		27-28		5-6		24-25		23-24		21-22
49	ISO-14000	ISOT14		3		10		20		14		25		4
50	ISO-22000	ISO22		13-14		3-4		14-15		14-15		26-27		5-6
51	ISO-9001:2008 Awareness	ISOa		7		5		16		29		30		7
51	ISO-9001:2008 Documentation	ISOd	30-31		29-30		15-16		20-21		18-19		20-21	
52	Job Analysis & Acc. Prevtn	JHA	27		3		27		22		20		17	
53	Just-In-Time Production Sys	JIT		20-21		27-28		14-15		15-16		23-24		21-22
54	Kaizen Strategy	KAI		22-23		6-7		22-23		29-30		25-26		19-20
55	Leadership & Management	LMW	26-27		6-7		22-23		24-25		21-22		22-23	
56	Leadership Challenge in Serv	LCS	25		1		24		4		25		13	
57	Leadership for Kaizen	LKN	30-31		16-17		25-26		11-12		26-27		27-28	
58	Lean Inventory System	LIS	23-24		8-9		29-30		17-18		28-29		14-15	
59	Lean Kaizen Office	LKO		1		10		17		2		27		18
62	Lean Manufacturing	LMF		9-10		19-20		28-29		23-24		12-13		13-14
63	Logistics Management	LMT	14		3		31		13		28		29	
65	Mach/Process Capa Studies	MCS	20		23		19		21		15		25	
66	Maintenance Management	MMG	18-19		29-30		24-25		19-20		11-12		20-21	
67	Mgt of Planned Change	MPC		8		11		2		23		3		18
68	Managing Conflicts in Work	MCW	10		13		20		22		20		24	
69	Managng Variabilities	MPV		6-7		21-22		19-20		17-18		5-6		11-12

Pp	Seminar Title	Code	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17	Nov '17	Dec '17
70	Mastering People Skills	MPS		8		7		26		1		31		9
71	Measurement Systems Analy	MSA		28		10		7		9		9		8
72	Mentoring and Coaching	MAC		24		29		24		19		20		5
73	Muda Elimination	MUD		27		26		26		14		30		23
74	Performance in High Gear	PHG		24		12		22		26		21		4
75	Personality Projection & Dev	PPD		1		8		23		4		28		16
76	Poka-Yoke (Mistake-Proofing)	PYK	11		22		4		7		18		16	
77	Proactive Warehousing	PWH	12-13		8-9		17-18		4-5		19-20		6-7	
78	Problem-Solving Process Tls	PPT	16-17		27-28		15-16		27-28		13-14		8-9	
79	Project Management	PMP	12-13		16-17		8-9		25-26		21-22		22-23	
80	Quality Purchasing	QPU	9		21		5		1		29		24	
81	Reliability Maintenance	REM		2		1		8		1		10		15
82	Safety Hazard-Common Mch	SHC	14			1		24		1				
83	Safety Training Execs, Mgrs	STEMS			1-2		22-23			2-3		17-18		7-8
84	Secretaries & Admin Staff En	SEC		20-21		3-4		16-17		10-11		20		11-12
85	Self Motivation	SLF			4		27				2			23
86	Selling Strategies	SSS	10-11		13-14		3-4		17-18		7-8		27-28	
87	Six Sigma Quality	SSQ	12-13		6-7		10-11		4-5		5-6		9-10	
88	Statistical Process Control	SPC	20-21		21-22		17-18		13-14		19-20		16-17	
89	Stress Control Strategies	SCS		17		21		9		19			11	
90	Stress Illnesses - Work Place	SW	21		3		6		1		9		4	
91	Structure of Problem Statem	SPS			18		29-30			17		16		
92	Supervisor's Training Progr	STP	26-27		29-30		10-11		24-25		25-26		23-24	
93	Supply Chain Management	SCM		13-14		5-6		7-8		30-31		2-3		18-19
94	Team Building	TMB	14		11		12		15		23		18	
95	Technical Writing and Doc	TWD	16-17		8-9		24-25		19-20		21-22		7-8	
96	Tele-Friendly Service Experi	TEL		4		22		3		5		21		16
97	Theory of Constraints	TOC		3		29		10		8		11		9
98	Time & Stress Management	TSM		15-16		11-12		5-6		22-23		9-10		14-15
99	Total Cost Mgt in the Office	TMC	9		7		26		31		27		25	
100	Total Productive Maintenance	TPM		27-28		26-27		19-20		8-9		18-19		21-22
101	Total Quality Management	TQM		22-23		28-29		1-2		24-25		2-3		13-14
102	Trainer Booster	TRB		18		1		24		12		7		2
103	Training the Trainer	TTT		8-9		3-4		28-29		1-2		26-27		18-19
104	TS-16949 Awareness	TS9a		22-23			29-30			22-23			13-14	
104	TS-16949 Documentation	TS9d	18		10		26		31		4		15	
105	Value Analysis/Value Engg	VAVE		11		21		30		7		4		2
106	Why Why Analysis	WHY	25		24		23		3		15		29	
107	Winning Edge in Negotiations	WEN	23-24		16-17		8-9		6-7		11-12		20-21	
108	Work Values & Attitude Enh	WVA	25-26		23-24		3-4		10-11		28-29		27-28	
109	WOW Service Experience	WOW		10		8		30		26		28		2
110	Writing Winning Sales Letters	WWL	19		31		19		29		16		10	

# Lean Manufacturing (LMF)

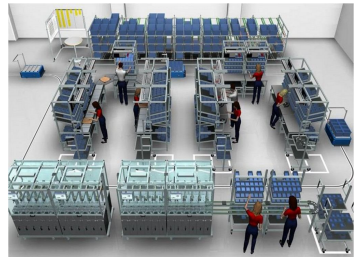
Lean Manufacturing System means producing only what the customer requires and doing only the activities related to this requirement. Kaizen philosophy provides that by concentrating efforts only on customer requirements and nothing else, a lot of material and process wastes can be avoided. This approach also minimizes cost, improves quality, and quickens cycle time.

The Lean Manufacturing seminar teaches and demonstrates the concepts and techniques for delivering excellent quality products on time and at the lowest cost possible. Furthermore, it will impart the organization, culture, policies, practices and configuration that will support the "lean initiatives". Minimal work-in-process and finished goods inventory becomes a natural outcome of the customer-oriented nature of Lean Manufacturing System which employs the Plan-Do-Check-Act methodology. Also referred to as "Lean Business", Lean Manufacturing is an excellent fit for the office and service oriented organizations as well.

**Objective:** By the end of the seminar, the participants would have learned the concepts and techniques which will equip them enough to implement a truly Lean Manufacturing in their respective companies.

**Agenda:** Among others, the following will be discussed:

- Kaizen, PDCA & Market-In
- Problems: A mountain of Treasure
- Using your brain
- 7 Muda and 3 Mu
- Toyota Production System
- Push vs. Pull Production Flow
- TAKT Time & Theory of Constraints
- Production Shapes and Layouts
- Kanban System
- Set-up Time Reduction
- Visible Management



**Who should attend:** Managers, Engineers and Supervisors in service and manufacturing

**Seminar Fee:** P9,350 + P1,122 VAT

**Number of days:** 2

**Facilitators:** Jose S. Villegas/Enrico C. Mina

**Seminar Dates:** Feb 9-10'17,

April 19-20'17, Jun 28-29'17, Aug 23-24'17, Oct 12-13'17, Dec 13-14'17

# Logistics Management (LMT)

Logistics came from French *logér* which means “accommodate”. Logistics was initially applied in military to support the movement, supply, food and accommodation of a campaigning army. Business has adopted logistics and successfully used it to support customer requirements and to gain control on the supply chain. However, with advanced computer and telecommunications technologies, businesses are expected to act and respond quickly to customer orders like never before. This reality is pushing the logistics people to be more efficient and cost effective in carrying out their job. And how about the phenomenal emergence of e-commerce and e-business? This calls for a radical look in logistics management. Many companies nowadays rise or fall on its logistics capability.

This course reviews some of the most basic terms, concepts, principles and methods for successful planning, organizing and controlling of logistics activities. Actual and experiential approaches for a globally competitive logistics strategies will be presented.

**Objectives:** By the end of the seminar, the participant would have gained:

1. Added insights on logistics management as a whole;
2. Learned state-of-the-art tools and techniques for evaluating logistics performance and problem-solving; and
3. An appreciation of the globally competitive logistics management system employing the airline standards.

## Agenda:

- |  |  |
|--|--|
| ➤ The Logistics Process                            | ➤ Trucking                               |
| ➤ Vendor Shipping Details                          | ➤ Receiving & Inspection                 |
| ➤ Customer Releasing                               | ➤ Warehousing                            |
| ➤ International Standards for Shipment<br>Priority | ➤ Centralize Inventory Control<br>System |
| ➤ Shipping & Shipping Information                  | ➤ Experiences and Cases                  |

**Who should attend:** Managers, supervisors, and staff in Logistics, Materials, Warehouse, PPC, and Security

**Seminar Fee:** P4,500 + P594 VAT

**Facilitator:** Miraluz C. Tan

May 31'17, Jul 13'17, Sept. 28'17, Nov. 29'17

**Number of days:** 1

**Seminar Dates:** Jan 14'17, Mar 3'17,

# Loss Control Management (LCM)\*

## Safety Officer's Course II

This is the second of the two courses required for qualification of safety officers. Attendance this course is limited to those who have attended the training on Basic Occupational Safety and Health (BOSH). This course will provide the participants a good working knowledge of the application of professional management techniques and skills through planned activities, specifically intended to prevent, minimize or eliminate losses resulting from a non-speculative risk. It will also complete their accreditation requirement as Safety Practitioner by the Bureau of Working Conditions-Department of Labor and Employment. Certified by the Department of Labor and Employment (DOLE), the course is set in series of lectures, discussions, workshop, small group interactions, video showing and large group presentation.

*\*DOLE accredited course Implemented in partnership with PEME Consultancy, Inc.*

### Objectives:

By the end of the seminar, the participants would have acquires a working knowledge and skills to prevent, minimize or eliminate losses resulting from a non-speculative risk.

### Agenda:

- History and Philosophy of Loss Control
- The causes & Effects of Downgrading Incident
- Economics of Loss Control
- Management Control
- Measurement Tools for Management
- Planned Job Observation
- Behavior Motivation
- Proper Job Analysis & Procedures
- Property Damage & Waste Control
- Fire Loss Control
- Security Loss Control
- Environment Health in Industry
- Accident Investigation
- Planned Inspections
- Group Communications
- Personal Communication
- System Safety
- Role of Safety in Risk Management
- Motor Fleet Safety
- Industrial Hygiene
- Behavior-Base Safety
- BOSH Methods of Instructions
- OSH Standard

**Who Should Attend:** Safety Officers & Engineers, Pollution Engineers & Officers, 5-S Team Leaders, Personnel Officers

**Seminar Fee:** P16,500.00 + P1, 980 VAT

**Facilitator:** TBA

**Number of days:** 5

**Seminar Dates:** TBA



# Machine/Process Capability Study (MCS)

Nowadays, products are becoming more and more hi-tech, extremely accurate, precise and reliable. As these are hard to make, manufacturers are finding it more and more challenging to consistently satisfy customer demands. This seemingly impossible task can only be pursued through state-of-the-art production technology coupled with precision process control.

This seminar teaches the method of establishing, measuring, maintaining and managing process and hardware capability that will achieve consistent compliance with customer specifications. Process capability studies are essential if only to assure customer satisfaction.

## Objectives:

1. To gain expertise in the process of producing products whose quality excellence is unsurpassed by major competition.
2. To learn techniques how to continuously perform manufacturing or assembly process rather than by extensive after-the-fact sorting and rework or scrap of defectives.
3. To acquire knowledge of how to consistently achieve effective process performance.

## Agenda:

### Intro to Machine Capability

- The need for Capability Studies
- Descriptions of Capability Studies
- Relationship between machine and process Capability Studies
- The Capability Analysis Sheet
  - Completing the form
  - Interpreting the Results
  - Treating Non-Normal Data

### Other Techniques

- Computer Techniques
- Hand Held Calculators & Computational Technique
- Confidence bands & Small Samples
- Control Charts
- Series & Parallel Machines & Process
- Attribute Data

**Who should attend:** Production/Process Engineers & Supervisors, Equipment Engineers, Line Maintenance Supervisors, QC Engineers & QA Supervisors.

**Seminar Fee:** P4,950 + P594 VAT

**Number of days:** 1

**Facilitator:** Rene Estember

**Seminar Dates:** Jan 20'17,

Mar 23'17, May 19'17, Jul 21'17, Sep 15'17, Nov 25'17

# Maintenance Management (MMG)

The seminar features the theory and practice of maintenance management. It walks the participant through the various management philosophies and approaches to maintenance. The participant will learn how to plan and organize the maintenance activities, lead the maintenance craftsmen and technicians, manage spare parts and consumables, prepare/justify budgets, handle emergency situations and improve the maintenance management system. It will provide theoretical inputs and explain how a computerized maintenance management program works and how the company can take full advantage of it. The workshop leader will also discuss how to manage relationships with production and other units in the company. And finally, provide tips on how to integrate the continuous improvement (*Kaizen*) process in maintenance.

**Objective:** By the end of the seminar the participants would have learned the managerial techniques necessary to carry out a successful and efficient maintenance management that improves machine availability and equipment effectiveness and eventually reduces maintenance costs.

## Agenda:

- Objectives of Maintenance
- Maintenance Philosophies
- Preventive Maintenance
- Reliability Maintenance
- Maintenance Management System
- Job Prioritization
- Maintenance Projects
- Maintenance Budgeting
- Improving Relations with Production
- Continuous Improvement in Maintenance
- Maintenance Computerization



**Who should attend:** Maintenance and Engineering Managers, Engineers & Supervisors in charge of planning and maintenance operations of plant and facilities; and those who are up for promotion to be supervisors or managers in Maintenance & Engineering

**Seminar Fee:** P9,350 + P1, 122 VAT

**Facilitador:** Pacifico O. Ortaliza/Joe Villegas

Mar 29-30'17, May 24-25'17, Jul 19-20'17, Sept. 11-12'17, Nov. 20-21'17

**Number of days:** 2

**Seminar Dates:** Jan 18-19'17,

# Management of Planned Change (MPC)

Change is inevitable. The business environment is very dynamic, and only those organizations that are able to successfully adapt to will survive. But change in an organization is often painful and disruptive, and generates plenty of resistance. Successfully leading planned change is one of the most critical and most difficult challenges facing managers today.

This is a course on how to initiate, lead, and implement planned organizational change. It will show the participants a model of planned organizational change, and teach them how to initiate and implement it. Included in the discussions are types of planned change, and the cultural or people issues that accompany them.

**Objectives:** At the end of this course, the participants will have been able to:

1. Learn about the learning organization and a model of planned organizational change
2. Learn how to effectively initiate and lead change
3. Learn how to effectively implement change, including overcoming resistance
4. Learn about different types of planned change

## Agenda:

- The Learning Organization and its elements:
  - Leadership
  - Empowerment
  - Strong culture
  - Information sharing
  - Emergent strategy
  - Horizontal structure
- Model of Planned Organizational Change
  - Need for change (the performance gap)
  - Paradigms
  - The Change Process
    - Initiating change
    - Search
    - Creativity
    - Idea champions & innovation teams
  - Implementing change
    - Resistance to change
    - Force Field Analysis
    - Implementation tactics
  - Types of planned change:
    - Technology
    - New product/service
    - Structural
    - Culture/people changes

**Who should attend:** Executives; Managers and Officers in Human Resource, Personnel, Operations, Training and Engineering

**Seminar Fee:** P4,950 + P594 VAT

**Facilitador:** Enrico C. Mina

Jun 2'17, Sept. 23'17, Nov 18'17

**Number of days:** 1

**Seminar Dates:** Feb 8'17, Apr 11'17,

# Managing Conflicts in the Workplace (MCW)

Workplace conflicts can destroy the image of an organization and slow down its momentum at an alarming pace. This is a threat to any organization which depends greatly on employee performance. It must be stopped or it will stop the organization's progress.

This seminar will focus on how to identify the existence of workplace conflicts and how to manage and eventually resolve these conflicts in the organization.

Participants of this seminar will learn the nature of conflicts and the prescribed techniques to avoid or professionally address situations that may lead to conflicts.

**Objectives:** *Managing Workplace Conflicts* is designed to:

1. Classify the types and sources of conflicts.
2. Explore the destructive and constructive nature of conflict in the workplace
3. Identify five approaches for dealing with any conflict situation
4. Determine how to transform conflicts for constructive outcomes

## Agenda:

- General Types of Conflicts
- Causes of Conflicts
- The Tell-Tale Signs of Conflict
- Resolving Conflicts
- Basic Conditions of Conflict Resolution
- Key Managerial Actions to Minimize conflicts
- Knowing the Enemy
- Two Sides of Conflict
- Why People Deal With Conflict
- Understanding Contention
- Approaches in Avoiding Conflicts
- Managing Conflict With Another "The Core Process"



**Who should attend:** Executives; Managers and Officers in Human Resource, Personnel, Operations, Training and Engineering

**Seminar Fee:** P2,750 + P330 VAT

**Facilitator:** Elisier M. Fantillo

May 20'17, Jul 22'17, Sep 30'17, Nov 24'17

**Number of days:** ½ (1-5 pm)

**Seminar Dates:** Jan 10'17, Mar 13'17,

# Managing Process & Product Variations (MPV)

Nature has it that no two things or events are exactly alike. This is known as variation. Products and services, like natural phenomena, can have variability too. However, too much variability in product and service is abhorred by customers. In fact, the ability of a provider to deliver uniform and predictable products is an indication of quality.

The bad news about variations is that they can never be totally eliminated. The good news is that customers have accepted variations to be a fact of life so tolerances have been put in place. Another good news is that events and processes can be controlled so that the resulting product or service doesn't violate the customers' tolerable measures. Statistical process control is an initiative to establish, measure, monitor and control process performance through the application of statistics. It attempts to detect abnormalities early enough in order to eliminate assignable causes that result in product defects.

This seminar teaches the statistical approaches in assessing, analyzing and solving variability problems; and when the problem is solved, how to keep the process performing within the control limits.

**Objectives:** By the end of the seminar the participants would have acquired the following:

1. An appreciation of the statistics-based discipline in dealing with variability issues;
2. Statistical techniques in assessment and analysis of variation problems;
3. Systematic approach in solving variability problems;
4. Statistical techniques in process management and control of variability.

## Agenda:

- |   |   |
|---|---|
| ➤ Nature & Theory of Variations           | ➤ Process Mapping                       |
| ➤ Variations in your Products & Processes | ➤ Cause & Effect Analysis               |
| ➤ Visualizing a Variation                 | ➤ Goal Setting for Variability Control  |
| ➤ Frequency Diagram & Probability         | ➤ Verifying your Solution               |
| ➤ The Normal Curve                        | ➤ x-bar/R Control Charts                |
| ➤ Dealing with Variation Issues           | ➤ Process Capabilities Analysis         |
| ➤ Making Inferences & Decisions           | ➤ Continuous Process Improvement        |
| ➤ Problem Solving on Variation Issues     | ➤ Workshop using actual production data |

*Note: Participants are advised to bring scientific or statistical calculators.*

**Who should attend:** Supervisors, Foremen, Staff & Managers in Production, QA/QC, Industrial Engineering, R & D, Process Audit; Improvement Teams, Maintenance & Engineering, & Training

**Seminar Fee:** P7,700 + P924 VAT

**Number of days:** 1 & ½

**Facilitator:** Jose S. Villegas

**Seminar Dates:** Feb 6-7'17,

Apr 21-22'17, Jun 19-20'17, Aug 17-18'17, Oct 5-6'17, Dec 11-12'17

# Mastering People Skills (MPS)

Smart organizations invest on people who have the ability to invest on relationships with other people. People who can master the art of people skills are an organization's asset in terms of image and profit. Clients and customers will always prefer dealing with people who have highly developed people skills because of their positive disposition and effective communication skills.

The seminar will present to the participants the essentials in developing a magnetic personality and mastery of the essential skills important in leading people. Participants will learn the steps and techniques on how to execute smooth interpersonal relationships

**Objectives.** At the end of the seminar, the participant would have acquired the following:

1. Present to the participants the advantage of investing "people skills" on people
2. Explain the importance of building confidence as a foundation in building relationships

## Agenda:

- Techniques to Appreciate Others
- Your Two Images
- Projection: A Magic Personality Ingredient
- The Charm Factor
- The Smile Habit
- Developing Listening Skills
- Taking Interest in Other People
- Focusing On Positive Conversations
- Using Plain Language
- Letting Other People Impress You
- Giving Sincere Recognition
- Actions Speak Louder Than Words
- Remembering People's Names
- Being Careful of the People You



**Who should attend:** Managers, supervisors, team leaders, trainers and staff

**Seminar Fee:** P 2,750 + P330 (VAT)

**Facilitador:** Elisier M. Fantillo

Jun 26'17, Aug 1'17, Oct 31'17, Dec 9'17

**Number of days:** ½ (1-5 pm)

**Seminar Dates:** Feb 8'17, Apr 7'17,

# Measurement System Analysis (MSA)

While we control the variability of the products or processes, we must also make sure that our measurement can be relied upon. This is so, because the measurement system can also be subject to variability. Improving the measurement system (Gage R & R) is the first requirement for being truly in control of your process.

Capable measurement systems are a requirement of many major customer approval processes, including TS-16949. Robust measurement is an essential component of capable processes. This course develops the participant's ability to take a process-focused approach to evaluating the measurement system itself. Using simple statistical techniques, participants evaluate the measurement process to determine its acceptability and ability to detect improvements in the process being measured.

**Objectives:** At the end of the seminar, the participant would have acquired the following: (1) Understand why Measurement Systems Analysis is important;  
(2) Identify the different measurement systems variation;  
(3) Quantify the contribution of measurement system on overall product variation

## Agenda:

- General Measurement System Guidelines
- Types of Measurement System Variation
- Measurement System Discrimination
- Analysis of Measurement System
  - Stability
  - Bias
  - Repeatability
  - Reproducibility
  - Part-to-Part Variation
  - Linearity
- Gage Performance Curve
- Attribute Gage Study
- Inspection Capability Study

**Who should attend:** Quality Managers, Quality Engineers and Technicians, Management Representatives, those interested in auditing MSA, and those who are responsible for planning, using and maintaining measurement systems. Lab technicians and individuals responsible for process improvements should also attend.

**Seminar Fee:** P4,950 + P594 VAT

**Number of days:** 1

**Facilitator:** Rene Estember

**Seminar Dates:** Feb 28'17, April 10'17,

Jun 7'17, Aug 9'17, Oct 9'17, Dec 8'17

# Mentoring and Coaching (MAC)

Training and development represent a planned effort by an organization to facilitate employees' learning of job-related behaviors. The most common method is on-the-job training (OJT), whereby an experienced employee is asked to take a new employee under his/her wing and show the newcomer how to perform job duties. OJT has many advantages: low out-of-pocket costs for training facilities, materials, or instructor fees and easy transfer of learning back to the job. When implemented well, OJT is the fastest and most effective means of facilitating learning in the workplace.

This course discusses how OJT activities are carried out, particularly the twin tasks of mentoring and coaching. Mentoring means a more experienced employee is paired with a newcomer or less-experienced one to provide guidance, support, and learning opportunities. Coaching is direct critiquing of how well an individual is performing a job.

**Objectives:** At the end of this course, the participants will have been able to:

1. Understand and appreciate the basic principles and practices of mentoring and coaching
2. Create a mentoring and coaching plan applicable to their own organization



## Agenda:

- What is training and development?
- Principles of mentoring and coaching
  - Characteristics of the effective mentor
  - Characteristics of the effective protégé
  - Positive critiquing
- Closing out the process

**Who should attend:** Senior Managers, Middle Managers & HR Professionals

**Seminar Fee:** P4,950 + P594 VAT

**Facilitador:** Enrico C. Mina

Jun 24'17, Aug 19'17, Oct. 20'17, Dec 5'17

**Number of days:** 1

**Seminar Dates:** Feb 24'17, Apr 29'17,



# Muda Elimination (MUD)

*Muda* or process wastes are activities and outputs in the process that add unnecessary cost, delay delivery and at times worsen quality. *Muda* exists everywhere (shopfloor, field and office), even in companies that are considered to be world-class. The challenge of continuous improvement (*kaizen*) is to find *muda* and eliminate them. Hunting and eliminating *muda* can be a continuing process involving everyone (management, workers, suppliers and customers).

Muda Elimination Workshop imparts the concept of *muda* and its adverse effects on the total company business. The workshop will teach how to identify, measure and eliminate process wastes in the context of the continuous improvement philosophy. The participants will be given an opportunity to apply the knowledge and skills learned in an actual *muda* elimination exercise.

**Objectives:** By the end of the workshop, the participants would have learned or acquired the following: 1.) awareness of *kaizen* philosophy; 2) ability to qualify process inefficiency; 3) techniques and skills in identifying, measuring and eliminating process wastes; and 4) small test project for a simple *muda* elimination in the workplace.

## Agenda:

- Essential Kaizen principles and concepts
- 3 *Mu*
- The 7 *Muda*
- Adverse effects of *muda* to business
- *Muda* elimination
- *Muda* identification and elimination exercise

## The 7 Wastes



## Who should attend:

Managers, Supervisors, Engineers and Leadmen and staff in Production/Operations, Maintenance & Engineering, Support Groups and Offices

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Jose S. Villegas

Jun 26'17, Aug 14'17, Oct 30'17, Dec 23'17

**Number of days:** 1

**Seminar Dates:** Feb 27'17, April 26'17,

# Performance In High Gear (PHG)

## Winning and Beyond

### A Seminar-Workshop on Peak Performance

This training program-workshop explores in detail the principle of winning in the workplace and how to sustain it. Participants will be reintroduced to the idea that performance is purposeful work and that the reason why they are employed and expected to deliver defined results or outputs is to help their organization achieve its goals and objectives.

#### Objectives:

- To present the concept of peak performance and the tools on how to transform oneself from an average performer to a peak performer.
1. To discuss situations where peak performance plays a critical role in workplace productivity.
  2. To explore the advantages and benefits of becoming a peak performer in the workplace.



#### Agenda:

- Peak Performance: A Closer Look
  - Introduction to the powerful productivity tool
- Profiling the Peak Performer
  - The Six Aptitudes of High Achievers
- What Separates Peak Performers from others
  - Competence
  - Conditioning
  - Commitment
- Exploring Performers with Low Performance Orientation
  - Symptoms of Performers at Low Performance Level
- Creative Risk Taking
  - Key Steps and Strategies in Developing Creative Risk Taking Potential

**Who should attend:** Managers, supervisors, team leaders, trainers and staff

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Elisier M. Fantillo

Jun 22'17, Aug 26'17, Oct 21'17, Dec 4'17

**Number of days:** 1

**Seminar Dates:** Feb 24'17, April 12'17,

# Personality Projection & Development (PPD)

First impressions count and never has it been more important than today's service-centric workplace. How we present ourselves to the customers (both internal and external) at the touch points affects our products or services' perceived value. With this current business reality, having a well-developed personality is key in handling impression-heavy business situations.

Whether this is simply putting on the appropriate attire for a planned customer handhold or just a regular office day, personality projection makes or unmakes the company being represented. Its either we add value or subtract from it.

Having a well-developed personality will also prove to be of valuable help on stressful situations such as handling a customer complaint. But a winning personality does wonders in solidifying customer relationships that is essential to customer retention, business success.

## Objectives:

1. Introduce to the participant the a personality sketch of 21<sup>st</sup> century professional
2. Present to the participants a framework that career and family are not adversaries but complementing friends
3. Help the participants develop individual action plans for personality developments.

## Agenda:

- Who is the 21<sup>st</sup> century professional? A character sketch
- Corporate attire – an expression of corporate identity!
- A system's view on working person/family person
- Workshop topics
  - Handling customer complaints
  - Stress Management



**Who should attend:** Any professional, including but not limited to managers or Supervisors, who has identified that how we present ourselves is a key to business success

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Elieser M. Fantillo

April 8'17, Jun 23'17, Aug 4'17, Oct 28'17, Dec 16'17

**Number of days:** 1

**Seminar Dates:** Jan 1'17,

# Poka-Yoke (PYK)

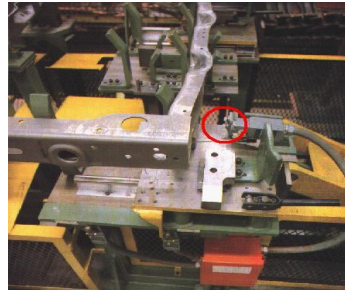
## Zero-Defect Operations by Mistake-Proofing the Process

This workshop will examine the nature and types of human errors involving human-machine interfaces and provide the approaches to eliminate or avoid them through system improvement. The facilitator will employ actual cases from personal experience and everyday examples to add to the effectiveness of the learning session. The power of this workshop is that, participants have testified how ideas and solutions came up even while the seminar was still going one.

*Poka-yoke* is Japanese for mistake proofing. It was first proposed in 1961 by Shigeo Shingo and developed by him as an integral part of the Toyota Production System. It is indispensable to achieving zero defects and enabling Just-in-Time production operations and Six Sigma initiatives.

**Objectives:** At the end of this seminar, the participants will be able to:

1. Understand the basic principles and concepts behind *poka-yoke*.
2. Apply these principles and concepts to the development of a *poka-yoke* solution to an actual operating problem.



### Agenda:

- Introduction to Improvement - Kaizen
- 10 Common Causes of Errors
- 10 Most Common Process Deviations
- Mistake-Proofing Principles
- Approaches to Dealing with Errors
- Mistake-Proofing Approaches
- Basic Poka-Yoke Functions
- Methods to Detect Process Deviations & Product Defects
- Types of Sensors
- The A3 Exercise
- 10 Steps to Poka-yoke

**Who should attend:** Recommended for plant managers, operations managers, business owners, process engineers, product design and development specialists, industrial engineers, and other personnel directly involved in the design, production, maintenance and distribution of products or in service design and operations.

**Seminar Fee:** P4,950 + P594 VAT

**Facilitador:** Jose S. Villegas/Enrico C. Mina  
Mar 22'17, May 4'17, Jul 7'17, Sept. 18'17, Nov 16'17

**Number of days:** 1

**Seminar Dates:** Jan 11'17,

# Proactive Warehousing (PWH)

The game of competition is quality, cost and delivery. With everything being equal, cost will become the differentiating factor in buying decisions. One of the areas where cost management can be very promising is in the warehousing function in which space, safety, security, interest rate and other inventory carrying costs are increasing in leaps and bounds.

The Effective Warehousing System seminar takes up the concepts and efficient practices that will clarify the critical role of the warehouse as a factor in overall cost and efficiency of the company. It will integrate concepts of continuous improvement and Total System Approach in the warehousing function. This seminar is developed for warehouse managers, supervisors and practitioners who would like to adopt new warehouse practices, and; for materials managers, systems analysts, finance people, marketing and production staff who would like to understand how the warehouse relates to their own functions.

**Objective:** By the end of the seminar, the participant would have refreshed and enhanced his/her working knowledge and skills of the warehousing function.

## Agenda:

- Warehouse: A necessity?
- Warehouse Concepts
- ABC Classification of Materials
- Warehouse Layout
- Stock Locator
- Warehouse Procedures
- Inventory Taking
- Warehouse Reports
- Warehouse Performance Measurements



**Who should attend:** Warehouse Managers and Supervisors, Warehousemen, Materials/ Purchasing Managers and Supervisors.

**Seminar Fee:** P9,350 + P1,122 VAT

**Facilitador:** Pacifico O. Ortaliza

Mar 8-9'17, May 17-18'17, Jul 4-5'17, Sept 19-20'17, Nov 6-7'17

**Number of days:** 2

**Seminar Dates:** Jan 12-13'17,

# Problem-Solving Process & Tools (PPT)

This workshop imparts simple and easy yet effective tools and techniques in problem solving. Years of experience and observation of Kaizen consultants have proven that these tools and techniques can easily be learned by just about anyone, technical or non-technical. The teaching methodology was designed for easy understanding and application. The participants will have the opportunity to apply the learning on actual problems they are facing back where they work. In the end they will be equipped with a logical sequence of problem solving process from beginning to end known as the Kaizen Story.

**Objectives:** In this 2-day workshop, the participants will be able to (1) learn the concept of process waste; (2) identify clearly a problem; (3) draw a flowchart showing the problem-creating process; (4) use a cause-and-effect diagram to identify the most probable causes; (5) validate the most probable causes using checksheets, histograms, Pareto analysis, and scatter diagrams; and (6) formulate solutions and implementation.

## Agenda:

- Brainstorming
- Problem Definition and Dimensions
- The Concept of Process Waste
- Process Mapping
- Cause and Effect Diagram
- Checksheets and Data Gathering
- Histograms & Data Presentation
- The Pareto Principle and Diagram
- The Why-Why Diagram & Root Causes
- The Scatter Diagram
- Solution Generation & How-How Diagram
- Action Planning
- The Kaizen Story



**Who should attend:** Managers, engineers, supervisors, planners, trainers or staff especially those who are involved in solving high-priority work problems on production/operation, services, engineering, maintenance, marketing & sales and other functions. It will be ideal for companies who are into programs like Kaizen, Quality Circles, Six Sigma, and ISO-9000/TS16949 initiatives.

**Seminar Fee:** P9,350 + P1, 122 VAT

**Facilitator:** Jose S. Villegas

Mar 27-28'17, May 15-16'17, Jul 27-28'17, Sept 13-14'17, Nov 8-9'17

**Number of days:** 2

**Seminar Dates:** Jan 16-17'17,

# Project Management (PMP)

The Project Management is a 2-day basic course based on the manufacturing methodology and formats. It is intended to provide participants with the knowledge and skills to execute a project successfully in support of business needs. This seminar focuses on improvement projects in production/operations, facilities, administration, and others that might be implemented by cross-functional teams (CFTs), productivity improvement teams or quality circles. It will also be applicable to engineering/maintenance, R&D and other technical projects. The course hand out doubles as guide that can be used as reference by the project team members when executing an actual project.

**Objectives:** Upon completion of this course, the participant will be able to:

1. Describe the Program methodology
2. Describe the role and responsibilities of a project team member, project leader, sponsor and extended team members.
3. Describe the process steps for project planning.
4. State the deliverables of the project.
5. Develop a Flexibility Matrix and Work Breakdown Structure (WBS) Sketch out a Schedule and Gantt chart for the project.
6. Determine a Risk Management Plan for the project.
7. Describe the methodology for monitoring a project to schedule.
8. Apply project management methodology to existing and upcoming projects.

## Agenda:

- Program methodology
- Project Leadership
- Project Conception and Definition
  - Project Scoping & Deliverables
  - Project Organization
  - Risk Assessment
- Project Planning and Scheduling
  - Work Breakdown Structure
  - Gantt Chart
  - Pert/CPM
- Project Implementation & Measurement
  - Variance Analysis
  - Corrective Action
  - Project Status Report
- Project Closure & Evaluation
  - Project Handover
  - Project Evaluation
  - Final Sign-off

**Who should attend:** Team leaders of Cross-Functional Teams, Quality Circles, System Improvement Teams, and Productivity/Efficiency Improvement Teams

**Seminar Fee:** P9,350 + P1, 122 VAT

**Number of days:** 2

**Facilitators:** Enrico C. Mina/Exequiel "Chikki" Abad **Seminar Dates:** Jan 12-13'17, Mar 16-17'17, May 8-9'17, Jul 25-26'17, Sept 21-22'17, Nov 22-23'17

# Quality Purchasing (QPU)

Quality Purchasing reviews the process of purchasing and the tools and techniques that minimize the cost associated with procurement of parts, materials and services. Among others, it will impart the techniques and strategies in purchasing negotiation and vendor evaluation. Finally, it will address the ethical and legal dimensions of purchasing. This seminar is recommended for staff, officers, supervisors involved in purchasing, procurement, planning, engineering and sales.

**Objective:** By the end of the seminar, the successful participant would have enhanced his/her knowledge and skill in effective purchasing system, supply sourcing, purchasing negotiation, vendor management and evaluation, and cost reduction in purchasing.

## Agenda:

- Purchasing's roles and objectives
- Purchasing policies, organization and processes
- Legal and ethical aspects of purchasing
- Supplier information & sourcing
- Supplier performance evaluation
- Pricing theory and practices
- Purchasing negotiation
- Cost Savings without affecting quality
- Purchasing performance measurement



**Who Should Attend:** Staff, officers, and supervisors involved in purchasing, procurement, planning, engineering and sales.

**Seminar Fee:** P4,950 + P594 VAT

**Facilitador:** Mira Luz Tan

May 5'17, Jul 1'17, Sept 29'17, Nov. 24'17

**Number of days:** 1

**Seminar Dates:** Jan 9'17, Mar 21'17,



# Reliability Maintenance (REM)

The production/operation activities are the ones delivering customer requirements. The critical role of maintenance is to make the machines available for production. Breakdowns and machine failures are prevented and total maintenance cost is pinned down to the minimum.

This one day seminar takes you through the factors which affect equipment performance efficiency, availability and service life. It imparts the tools and techniques for measuring, calculating, predicting and improving machine, equipment and parts reliability. The organizational aspect (Reliability Committee) of reliability improvement in a company will be covered. The Apollo method of failure analysis will be imparted as a technique for post mortem equipment failure. Finally the methodology for migrating the breakdown incidents to planned maintenance.

**Objectives:** At the end of the seminar, the participants would have acquired the following:

1. Clear understanding on the selecting the "Right Mix" of Maintenance Strategy
2. Appreciate metrics formulation to measure equipment performance
3. Develop constructive analysis to mitigate chronic equipment failure
4. Derive benefits from organizing the Reliability Committee (**best practice**)
5. Finding effective solution through application of "Root Cause Analysis"-the Apollo Method.

## Agenda:

- |                            |   |
|----------------------------|---|
| ➤ Kaizen introduction      | ➤ Reliability Centered Maintenance            |
| ➤ Maintenance philosophies | ➤ Failure Mode Effects & Criticality Analysis |
| ➤ Machine Availability     | ➤ Organization for Reliability                |
| ➤ Machine Efficiency       | ➤ Apollo Root Cause Analysis                  |
| ➤ Machine Breakdown        | ➤ Breakdown to Planned Maintenance            |
| ➤ The Reliability Function |   |

**Who should attend:** Plant Managers, Operation Managers, Production, Maintenance (Mechanical, Electrical, Instrumentation, Methods, Engineering) Managers, Purchasing or Warehouse Managers and Line or Area Supervisors. It will be beneficial also for the plant engineers (Inspectors, Planners, Schedulers, mechanical, improvement) to attend as the concept involves cross-functional teamwork

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Jose S. Villegas

Jun 8'17, Aug 1'17, Oct 10'17, Dec 15'17

**Number of days:** 1

**Seminar Dates:** Feb 2'17, April 1'17,

# Safety Training for Executives, Managers & Supervisors (STEMS)

Safety and health of lives, limbs, company resources and customers is the first and foremost concern of every company. Thus, it is important that executives, managers and supervisors who are handling people must have proper information and training on safety and health rules and regulations.

This training is comprehensive safety management training for managers and supervisors of industrial and commercial establishments.

## Objectives:

1. To explain the requirements of the Dept. of Labor & Employment as it pertains to employees and workplaces. This centers on the different laws / rules as written in the Occupational Safety and Health Standards, explained as these apply to the different facilities.
2. To explain Environment, Safety and Health policies and program– this should start by pinpointing the current status of ESH, and determining the targets and time frame.
3. To explain the activities needed to meet the minimum safety requirements in the workplace and offices.
4. To secure managements' commitment to safety and health activities

## Agenda:

- Basic Safety Concepts
- Picture tour of unsafe acts and unsafe conditions
- Cost of accidents & incidents
- Methods of control
- Hazard identification
- Environment Protection & Control
- Occupational Safety & Health Standards
- Role of Managers/Supervisors in safety
- Employee Safety Training
- Elements of Safety Audit / Planned Inspection
- Safety Programming
- Commitment signing / Certificate awarding



**Who should attend:** Safety Managers/Officers, Production/Operations & Maintenance Managers, Engineers, & Supervisors

**Seminar Fee:** P9,350 + P1, 122 VAT

**Facilitador:** Joel B. Ello

May 22-23'17, Aug 2-3'17, Oct 17-18'17, Dec 7-8'17

**Number of days:** 2

**Seminar Dates:** Mar 1-2'17,

# Safety Hazards of Common Machines (SHC)

This seminar outlines various common industrial machines and their functional features. It will focus on the safety features of these machines. An understanding of these features will allow the participants to recognize the safety hazards behind the machine characteristics. The facilitator will discuss from theories and personal experiences the safety hazards for every kind of machine and suggest tips on how they can be avoided.

The safety considerations on design, operation and maintenance will all be covered. The machines and components referred to are those that are commonly used in manufacturing plants, process industries and service facilities like motors, conveyors, gears systems, rollers, mixers, pumps, piping system, compressors, furnaces, heaters, ovens, autoclaves, filling machines and others.

**Objectives:** By the end of the seminar the participant will have knowledge and information about the safety hazards of common industrial machines and will be able to develop a plan to eliminate or avoid hazards and work-related accidents.

## Agenda:

- Industrial Machines
- Features, Operation & Maintenance
- Safety Features
- Hazards of Common Machines
- Hazards Analysis
- Common Mode of Accidents
- Preventive Measures
- Communication for Safety
- Policies & Procedures
- Action Plan



**Who should attend:** Safety Officers, Lead Operators, Supervisors and Managers in Operations, Production and Maintenance,

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Pacifico O. Ortaliza  
April 1'17, Jul 24'17, Sep 1'17, Nov 29'17

**Number of days:** 1

**Seminar Dates:** Jan 14'17,

# Secretaries & Administrative Training (SEC)

The secretary and the administrative staff occupy pivotal role in the daily office routine of the manager. Projecting the image of the boss as well as the company, she/he basically functions as the manager's extension arm relieving him/her of certain administrative tasks and trivial chores. Occasionally, the secretary finds roles like communication center, personal adviser, sartorial consultant, travel arranger, interior decorator, protocol officer, and a host of other concerns.

Given these varied duties and roles, the company needs to continually provide training and support to enhance the skills and personality of secretaries and administrative staff.

This seminar includes discussions and exercises for imparting knowledge, values and skills in areas such as managerial support, office communication, decorum, and physical projection.

**Objectives:** By the end of the workshop the participant will have acquired the proper secretarial and administrative norms, behavior and work techniques plus the attitude of continuous self-improvement.

## Agenda:

- Effective Office Communication
- Taking Minutes of Meetings
- Office Protocol
- Telephone Etiquette
- Relating with foreign Guests
- Personality Projection
- Behaving in a Company Party
- Fine Dining
- Health Maintenance



**Who should attend:** Secretaries, Clerks, Administrative Supervisors & Staff, Executive Assistants, etc.

**Seminar Fee:** P9,350 + P1,122

**Facilitator:** Pacita D. Milan

April 3-4'17, Jun 16-17'17, Aug 10-11'17, Oct 19-20'17, Dec 11-12'17

**Number of days:** 2

**Seminar Dates:** Feb 20-21'17,

# Self-Motivation (SLF)

## Discovering the Power of Motivation

Most organizations are breeding grounds for peak performers. However, many people in those organizations are either not aware that they have the potential or they are afraid to take on the challenge to discover their full potential.

This training workshop will explore on developing motivation as an integral part of one's career success. The attitude of winning will also play a central role in this learning session.

**Objectives:** This seminar is designed to:

1. Present the contrasting perspectives between being average performer versus a winning performer
2. Explain the guidelines, tools and principles as well as the required commitments of becoming and staying motivated at work and in life.
3. Discuss and analyze situations critical in developing a winner's attitude.

### Agenda:

- Gearing Up For Winning
  - The Three Important Questions
  - What Matters Most
  - Visionary Thinking (Plan & Goals)
  - Future Perfect – Taking the Positive and Long View of Things
- Winning In Action
  - Creating and Generating Options
    - The Power of Choice
  - Failures – Turning Them Around
    - The Power of Perspectives
    - Solving Problems Along the Way
    - Adjusting Your Plans in Mid-flight
- Believing In Your Abilities
- The "I Can" Attitude
- Focusing on doing the Best
- Building Stamina
- Building Endurance and Perseverance
- Setting Up New Wins
  - Embracing New Challenges
    - Expanding Horizons
    - Thinking Out of the Box
    - Change: The Foundation of Progress
- Reinforcing Winning
  - The PEBER Principle
  - The Power of Faith

**Who should attend:** Professionals, supervisors and staff in Sales & Marketing, Planning, Engineering & Maintenance, Production, and other functions

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Elisier M. Fantillo  
Sep 2'17, Dec 23'17

**Number of days:** 1

**Seminar Dates:** Mar 4'17, May 27'17,

# Selling Strategies (SSS)

Sales opportunities abound in the market but competition is tight. So the sales person must know how identify and exploit opportunities as they present themselves and turn them into revenues for the company. This course will walk the participants through varied sales concepts, strategies from which selling skills will be further developed and enhanced. It will introduce the sales person to the proven concepts and techniques that will ensure cost-effective selling. He/she will be armed with tested strategies that are appropriately applied consistent with the selling situation. The participant will realize that success lies on the sales person's flexibility made possible by his/her enriched selling skills.

**Objectives:** After the course, the participants will be able to:

1. Learn and accept that communication and effective interfaces will lead to positive sales results.
2. Manifest the importance of his functions and roles in his company's sales organization.
3. Understand and give allowances on why difficult buyers act that way.
4. Learn and understand his crucial role in the selling cycle
5. Underscore the need to observe the selling techniques to assure result-oriented sales calls
6. Learn, accept and apply the concept of customer focused selling, including the need to build a team within the company for critical & relevant data in sales.

## Agenda:

- Communication Skills in Selling
- Effective Interfaces
- Customer Types and How to Handle Them
- Why Do People Buy?
- Roles of People in Sales
- The Selling Cycle
- Customer-Focused Selling
- Selling Strategies Workshop
- Golden Rules in Selling



**Who should attend:** Sales Managers & Supervisors, Sales Engineers, Sales Representatives, Account Executives, Training Managers, & Purchasing people

**Seminar Fee:** P9,350 + P1, 122 VAT

**Number of days:** 2

**Facilitator:** Fermin A. Domingo

**Seminar Dates:** Jan 10-11'17,

Mar 13-14'17, May 3-4'17, Jul 17-18'17, Sept 7-8'17, Nov 27-28'17

# Six Sigma Quality (SSQ)

John Bertrand, President, A.O. Smith Electrical Products Company was quoted as saying "In the past, customers were happy if 99.5% of the parts you gave them worked with no problem. Now world-class companies want only 200 rejects for every million parts and, ultimately, they want zero." In order to realize this expectation in both the manufacturing and service sectors, firms must aim for near-perfection in process and results. This exactly is what the Six Sigma System spouses. Developed in Motorola and partly responsible for its winning the Malcolm Baldrige National Quality Award in 1988, Six Sigma ( $6\sigma$ ) has been employed as the main strategy for corporate excellence by global companies like Du Pont, General Electric, Honeywell, and Toshiba.

Six Sigma provides for process improvement design that allows products to perform with the highest chances of success i.e., 99.99976% or 3.4 defects per million opportunities. This seminar features the principles and concepts behind Six Sigma and the road map for corporate success.

## Objectives:

1. Walk the participants through the basic principles and concepts of Six Sigma.
2. Present a Six Sigma Road Map for companies consider.
3. Learn and be able to apply the fundamentals of  $6\sigma$  Measures & Scoring System



## Agenda:

- Introduction to Six Sigma
- Review of Three Sigma Control
- Principles & Concepts
- DMAIC & DMADV Cycles
- Six Sigma Road Map
- SIPOC Process Map
- Output & Service requirements
- Defect Opportunities
- The Six Sigma Score
- Leading & Organizing Six Sigma
- Kaizen & Six Sigma
- Workshop

**Who should attend:** Executives, Managers, Engineers and Supervisors in Manufacturing, Service, Engineering, Quality, R & D.

**Seminar Fee:** P9,350 + P1, 122 VAT

**Facilitators:** Jose S. Villegas/Enrico C. Mina

Mar 6-7' 17, May 10-11' 17, Jul 4-5' 17, Sept 5-6' 17, Nov 9-10' 17

**Number of days:** 2

**Seminar Dates:** Jan 12-13 '17,

# Statistical Process Control (SPC)

Nature has it that no two things or events are exactly alike. Products and services, like natural phenomena, can have variability too. Customers regard variability as indicator of quality. Owing to the fact that variations can never be totally eliminated, customers have accepted variations as long as they don't exceed agreed tolerances.

Statistical process control (SPC) can help greatly in managing the process so that wild variations may be avoided and that the resulting product or service doesn't violate the customers' tolerable measures. Statistical process control is an initiative to establish measure, monitor and control process performance through the application of statistics. It attempts to detect abnormalities early enough in order to eliminate assignable causes that result in product defects.

## Objectives:

1. To review or familiarize participants on the basic concepts & principles of statistics, probability, variation, measurements & control, such that it can be applied to their work situations.
2. To introduce to the participants the definition and basic principles of statistical process control and process capability studies.
3. To guide the participants towards active involvement in the implementation and maintenance of an SPC program.

## Agenda:

- Fundamentals of Quality Control
- Basics Statistics
- Concepts & Theories of Probability
- Theory of Variation
- The Concept of Measurement
- Acceptance Sampling
- Mil Std 105-E
- Sampling
- Histogram
- The Normal Curve
- Control Charts
- Process Capabilities & Tolerances
- SPC Management
- Six Sigma Quality
- Problems & Cases

*(Note: The participant is advised to bring a scientific or statistical calculator.)*

**Who should attend:** Managers, Supervisors, Foremen, & Staff in Production, QA/QC, Industrial Engineering, R & D, Process Audit; Improvement Teams, Maintenance & Engineering, & Training Departments

**Seminar Fee:** P9,350 + P1, 122 VAT

**Number of days:** 2

**Facilitator:** Jose S. Villegas

**Seminar Dates:** Jan 20-21'17,

Mar 21-22'17, May 17-18'17, Jul 13-14'17, Sep 19-20'17, Nov 16-17'17



# Stress Control Strategies (SCS)

## *A Workshop on Stress Management*

Get even with stress! This seminar workshop will teach you coping techniques to reduce harmful effects of stress on productivity and personal well-being.

**Objectives:** *Stress Control Strategies* is designed for the following:

1. To present the essentials in managing stress
2. To provide tips, guidelines and techniques on how to detect and manage job burn-out
3. To discuss specific situations connected with coping with stress
4. To explain the importance of stress control in maintaining work performance

### **Agenda:**

- Understanding the Origins of Stress
  - The Dreaded Equation
  - Lifestyle in the 21<sup>st</sup> Century
  - Unmasking the Demon: Nature of Stress
  - Top Workplace Stressors
  - Stress and Burn-out: The Vital Signs
  - Reasons Why People Get Stressed
- Stress and the Body-Mind Connection
  - Managing Stress: Path to Personal Power
- How Burnout is Stressful: Principles of Stress Cycle
  - The Critical Objective of Stress Management
  - Stress and the Quality of Performance
- Dealing with Stress
  - Creating a Personal Stress Log
  - Discovering Your Personal Stress Pattern
- The Mind, The Body and the Spirit: The Journey to Wholeness
  - Stress Reduction Techniques
  - Relaxing the Muscles
- Creating a Pleasant Fantasy

**Who should attend:** Managers, supervisors, team leaders, trainers and office staff in production/operations, office and other support departments

**Seminar Fee:** P2,750 + P330 VAT

**Facilitator:** Elisier M. Fantillo

Apr 21'17, Jun 9'17, Aug 19'17, Nov 11'17

**Number of days:** ½ (1-5 pm)

**Seminar Dates:** Nov 14'16, Feb 17'17,

# Stress Illnesses in the Work Place (SIW)

## *(Prevention and Control)*

Stress is healthy if managed properly. It has been observed in managers and employees who perform optimally and seldom seen complacent in job. However, too much work pressure and stress can kill. It can adversely impact on employee's health and productivity. Stress-related illness can drive up the company's medical expenses and who knows what other losses it can create. This seminar will help the management and the employees recognize if unhealthy stress is already taking place in the company and suggests mitigating and coping measures to control illnesses or prevent them.

**Objectives:** By the end of the seminar, the participant would have:

1. Recognized the unfavorable effects of unmanaged stress in work place.
2. Identified the common stress-related illnesses and their symptoms.
3. Learn concepts and techniques in the preventing and managing stress related illness.
4. Identified programs in the managing stress and preventing stress-related illness in the company.

### **Agenda:**

- Work-related stress and its implication to the person and the company. (personnel health, productivity, medical cost of the company, conflicts.)
- What are stress-related illnesses? (Hypertension, heart attack, hyper-acidity or gastritis, substance abuse, depression, etc.)
- How to recognize these illness and symptoms? (Symptoms of their onset)
- Preventive and coping measures
  - Role of the employees
  - Role of the management
- Programs that will help.



**Who should attend:** Company Nurses; Managers, Supervisors and staff in-charge of Human Resource/Personnel, Production/Operations, Sales & Marketing, Customer Service, Maintenance & Engineering; and other stressful functions

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Gerardine L. Sayo, MD

May 6'17, Jul 1'17, Sept 9'17, Nov 4'17

**Number of days:** ½ -day

**Seminar Dates:** Jan 21'17, Mar 3'17,

# The Structure of Problem Statement (SPS)

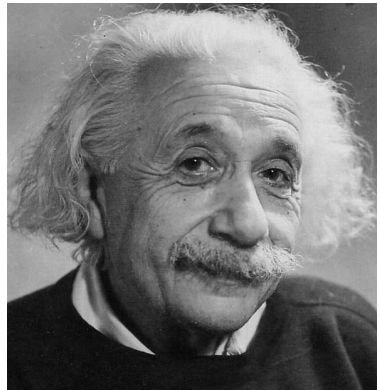
## (How to state your problem correctly?)

If the quality and efficiency of solution depends on how much we really understand the problem being solved, then we owe it to ourselves to define the problem correctly. It is said that the problem is 50% solved, when it is correctly defined. This course will impart the systematic approach to stating the problem precisely and accurately. In its commitment to serve the manufacturing and service industry, Kaizen Management Systems, Inc. (KMSI), developed a simple, yet precise and accurate formula for stating problems. KMSI maintains that a well stated problem promotes clarity, creativity, efficiency, and superior ideas in the problem solving process. The seminar will treat quantifiable and non-quantifiable problems in all fields.

**Objectives:** At the conclusion of the course a participant is hoped to be able to know how to identify the existence of a problem and when s/he does, be able to state the problem precisely and accurately.

### Agenda:

- What is a Problem?
- We are all in problem solving business
- Problem as a condition
- Problem as a déviation
- Structure of déviations
- Non Quantifiable Déviations
- Space and time dimensions
- The structure of problem statements
- Errors and mistakes
- Problem ownership
- Shape of solutions
- Problems are opportunities
- Workshop & exercises



**Who should attend:** Decision Makers, Executives, Problem Solvers, Managers, Leaders of Problem Solving Team, Engineers, Chemists, Doctors, Counselors and other technical people

**Seminar Fee:** P3,000 + P360 VAT

**Facilitators:** Jose S. Villegas  
May 29-30'17, Sept 1'17

**Number of days:** ½-day (1 to 5pm)

**Seminar Dates:** Mar 18'17,

# Supervisor's Training Program (STP)

It is a good practice for companies to promote supervisors from the ranks especially if such is supported by training and development. On-the-job coaching is excellent for gaining management experience but the newly promoted supervisors ought to learn management principles and concepts as well.

This course is designed for supervisors or those who are about to assume roles as supervisors. It will equip them with certain managerial techniques and years of solid supervisory experience backed up by proven management principles and practices. It includes exercises designed to draw from them day-to-day supervisory problems and coach them tools to meet these problems effectively.

**Objectives:** At the conclusion of the course a participant is hoped to be able to:

1. Identify the role and functions of the supervisor and his/her relationship with superiors, peers and subordinates.
2. Analyze and discuss basic management concepts and principles on supervision as they are applied in practice.
3. Assess the effectiveness of his/her supervisory skills against the tools and techniques of supervision he/she will have learned.
4. Practice with conscious effort positively validated & newly acquired supervisory skills.

## Agenda:

- Communication
- Knowledge/Skills Required
- Key Issues in Planning
- Organizing & Its Activities
- Key Issues in Delegating
- The Controlling Function
- Skills in People Handling
  - Selecting People
  - Interviewing Skills
  - Motivating
  - Decision Making
  - Appraising Performance



**Who should attend:** Newly Promoted Supervisors and Management Trainees

**Seminar Fee:** P9,350 + P1, 122 VAT

**Number of days:** 2

**Facilitators:** Fermin A. Domingo

**Seminar Dates:** Jan 26-27'17,

Mar 29-30'17, May 10-11'17, Jul 24-25'17, Sept 25-26'17, Nov 23-24'17

# Supply Chain Management (SCM)

This two-day course is about the management of design, development and improvement of the internal and external components of the organization's supply system. It imparts the approach of minimizing total system cost by the effective management of materials, information, and finances as they move in a process from suppliers to manufacturing to the commercial chain and finally to consumers. It also discusses the issues a company must address in implementing a supply chain system and the performance measures that come with it.

## Objectives:

By the end of the seminar, the participant would have gained the following:

1. Appreciation of the total system approach to materials management;
2. Learned the state-of-the-art tools and techniques in measuring and evaluating supply chain performance;
3. Learned from the experiences of others on how to improve total system cost.

## Agenda:

- Introduction to Supply Chain Management
- Logistics Management
- Inventory Management
- Information Management
- Strategic Purchasing & Alliances
- SCM Assessment Tools



**Who should attend:** Officers, supervisors, and managers in purchasing, materials management, logistics, warehouse, distribution, inventory planning & control, shipping, etc.

**Seminar Fee:** P9,350 + P1, 122 VAT

**Facilitators:** Miraluz C. Tan

Apr 5-6'17, Jun 7-8'17, Aug 30-31'17, Oct 2-3'17, Dec 18-19 '17

**Number of days:** 2

**Seminar Dates:** Feb 13-14'17,

# Team Building (TMB)

People who have team driven mindsets are dedicated performers. They accomplish almost any task with speed and precision – a plus factor for organizations. Building high-performing teams is an operational requirement that any bottom-line oriented organization must take seriously.

This seminar will introduce concepts and practical insights on how to build a team and manage its dynamics from one stage to another.

Participants of this seminar-workshop will have a hands-on experience and focused discussion on team development and the processes required to transform an average team to a team driven team.

**Objectives:** *Building a Team Driven Team* is designed to:

1. Explore various situations that challenge team cohesiveness
2. Discuss specific techniques and guidelines critical in building teams
3. Explain the crucial stages of team development and the challenges faced by members of the team in every stage

## Agenda:

- The Elements of a Dynamic Team
- Stages of Team Development
- Becoming familiar with one another
- Identifying the Team's tasks
- Team Player Styles
- Intra-group conflicts
- Determining acceptable interpersonal behaviors
- Testing out roles within the team
- Valuing Differences
- Developing group cohesion
- Establishing group norms and ground rules
- The Team as a problem-solving instrument Valuing The Team
- Challenging others and expressing individual viewpoints

**Who Should Attend:** Managers, supervisors, team leaders, trainers and staff

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Elisier M. Fantillo

May 12'17, Jul 15'17, Sept 23'17, Nov 18'17

**Number of day :** 1

**Seminar Dates:** Jan 14'17, Mar 11'17,

# Technical Writing & Documentation (TWD)

Writing is a very important form of office or plant communication. Printed or typed letters and documents serve as permanent and unchangeable records of communications. In fact, a letter or a document can serve as evidence in courts of law. Skills in organizing ideas and putting them in written form are a key in writing standards. Writing ability is particularly useful for companies aiming for any of the ISO certifications or maintaining them.

Writing however, can be an agonizing process for many technical people whose college training offered little chance for writing and who keep their bosses wondering about their written reports. How many good ideas and opportunities were missed because of the technical person's lack of writing skills and self-confidence?

**Objectives:** Designed for technical people, this seminar-workshop aims to impart technical writing principles and techniques that will make them better and confident technical writers. The message of this workshop is that a quality technical written communication must be simple, clear, straight-forward, well presented and jargon-free.

## Agenda:

- The Communication Process
- Introduction to Quality Technical Writing
- Writing Standards
- The Technical Report
- Tips & Techniques for Better Report Writing
- Report Writing Workshop
- Business Letter
- Tips & Techniques for Better Business Letters
- Business Letter Writing Workshop
- Memorandum
- Tips & Techniques for Better Memo Writing
- Project Proposals
- Tips & Techniques for Better Project
- Proposal Writing



**Who should attend:** Engineers, Chemists, Accountants, Auditors, Technicians, Specialists and other Technical people

**Seminar Fee:** P9,350 + P1, 122 VAT

**Number of days:** 2

**Facilitator:** Enrico C. Mina

**Seminar Dates:** Jan 16-17'17, Mar 8-9'17,

May 24-25'17, Jul 19-20'17, Sept 21-22'17, Nov 7-8'17

# Tele-Friendly Service Experience (TEL)

The image of an organization lies on the staff's ability in answering the telephone. Smart organizations believe in this statement. They take telephone skills seriously to protect their good image and reputation to calling the public.

The seminar presents the skills and the right mindset in handling business phone calls and how to project a positive impression to the caller.

Participants will have the opportunity to practice effective tele-friendly techniques which can be applied to every business call that they will encounter in their respective work areas.

**Objectives:** *Tele-friendly Service Skills* is designed to:

1. Explain the important role of the telephone in creating a positive business impression;
2. Provide guidelines and communication tools on how to project a professional image to callers; and
3. Improve Telephone effectiveness of the participant.

## Agenda:

- High-Impact Tele-friendly Service Tools
- Psyching Up
- Words that Create Negative Impression
- Understanding Caller Needs & Concerns
- Smooth Transferring of Calls
- Accuracy in Taking Messages
- Dealing With Nasty Callers
- Handling Complaint Calls
- Concluding the Call
- Leaving a Positive Lasting Impression



**Who should attend:** Managers, supervisors, team leaders, trainers and office staff

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Elisier M. Fantillo

Jun 3'17, Aug 5'17, Oct 21'17, Dec 16'17

**Number of days:** 1

**Seminar Dates:** Feb 4'17, Apr 22'17,



# Theory of Constraints (TOC)

A business organization or a company is like any system or organism that needs to succeed and continually grow. Out there are the environment (market to which the company must adapt to) and its competitors that it has to struggle against in order to ensure its rightful place under the sun.

We all know that it is relatively easy to put together a plan that, of course, aims to heighten the level of performance of the business organization (company, product, factory or assembly line). But how do we know that our plan or strategy is correct? Is there a reference to correctness? How do we know that every activity in our work plan has a bearing on the success that we hope to attain? Answer to these questions perhaps lie in the Theory of Constraints (ToC).

The Theory of Constraints (Eliyahu Goldratt) is a system improvement philosophy whose objective is to constantly determine the least costly way to achieve a system goal, the same way that a company pursues its market share and economic gains that it so desires. This seminar imparts the concepts and superior approach of the Theory of Constraints. Using cases and examples, it will explain the mechanics of system improvement characterized by continuous breaking of identified system constraints.

## Objectives:

By the end of the seminar, the participants would have discovered the genius behind the Theory of Constraints: its simple (but superior) paradigm of system analysis, its methodic identification and exploitation of system constraints, and its excellent applicability to manufacturing, service and other business organizations and systems.

## Agenda:

- Systems and Goals
- Constraints
- Capacity Constraining Resource (CCR)
- Throughput, Inventory & Operating Expense
- ToC & Common Sense
- ToC & other System Analysis Approaches
- ToC & Toyota Production System
- Workshop



**Who should attend:** Owners, Executives, Managers, Engineers and Trainers in Manufacturing & Service Industries

**Seminar Fee:** P4,700 + P564 VAT

**Facilitator:** Jose S. Villegas

Jun 10'17, Aug 8'17, Oct 11'17, Dec 9'17

**Number of days:** 1

**Seminar Dates:** Feb 3'17, Apr 29'17,

# Time & Stress Management (TSM)

The course is designed to provide a deeper insight on management of time and stress at work. It considers today's economic conditions that put a heavy pressure on the working person exposing him/her to varied negative forces which had to be contained if not fully arrested. It defines "time management" as the vehicle by which one control his daily activities focusing on the essentials. The course will impart the method to allocate worthwhile undertakings, put aside personal time, and address the stressful situations. It will define stress and job tension and initiate the development of stress management, wherein individuals will be guided on how to contain stress and avoid stressful situations.

**Objectives:** The course will:

1. Enhance one's insights and learnings on Time and Stress Management.
2. Learn how to utilize personal time for worthwhile activities.
3. Manifest a sound understanding that Time Management is a logical approach to maximize time utilization particularly in the workplace.
4. Learn that stress and stressful situations can be contained.
5. Improve individual activities in relation goals attainment and career upliftment.

## Agenda:

- |  |   |
|--|---|
| ➤ Time & Its Value                         | ➤ The Meaning of Stress                     |
| ➤ Key Issues on Time Commitments           | ➤ Stress-A Significant Threat               |
| ➤ Factors Affecting Time Estimates         | ➤ To One's Personal & Career Growth         |
| ➤ Work vs. Personal Time                   | ➤ Stress & Job Tension                      |
| ➤ Managing Time for Self                   | ➤ Managing the Stress Change                |
| ➤ Fulfillments/Satisfaction                | ➤ Active Participation vs. Passive Reaction |
| ➤ Time Analysis                            | ➤ How to Cope with Stress & Change          |
| ➤ Time Budgeting                           | ➤ Development of Stress Management          |
| ➤ Utilizing Time for Worthwhile Activities |   |

**Who should attend:** Executives, managers and supervisors in service and manufacturing organizations

**Seminar Fee:** P9,350 + P1,020 VAT

**Facilitators:** Fermin A Domingo

Jun 10'17, Aug 8'17, Oct 11'17, Dec 9'17

**Number of days:** 2

**Seminar Dates:** Feb 3'17, Apr 29'17,

# Total Cost Management in the Office (TMC)

This seminar deals on using the principles and concepts of Total Quality Management and continuous improvement (*kaizen*) to improve productivity and reduce costs in an administrative or internal service, i.e., in an office setting. The thrust is not mindless cost cutting, which can damage the quality of administrative or support services, but reduction of waste. The best approach is to eliminate non-value-adding activities, which add only to cost, and dissatisfy internal customers. It will also cover such concerns as utilities management in terms of electricity and water.

**Objectives:** A participant who successfully completes the program will be able to:

1. Appreciate that office work, just like manufacturing and service operations, are performed through processes with six interrelated elements, and a failure in any of these six, or in their interaction, causes mistakes, high costs, and delays;
2. Learn the concept of “muda” or waste and how it applies to an office environment;
3. Learn specific techniques, adapted from manufacturing and service operations, for improving office productivity and efficiency.
4. Learn how to manage energy resources in the offices

**Agenda:** The course, which employs experiential and highly interactive approach and methodology, covers the following:

- Customers Requirements
- What is a Process?
- Causes of Process Failures
- Process Waste (*Muda*)
- Cost of Quality
- Specific Techniques
- Basic Approach for Office Improving Process
- Cost reduction via office energy management



**Who should attend:** Administrative Officers; Managers of support services such as human resources/personnel, legal, purchasing, accounting, etc.; and General Managers or owners of small or medium-size companies.

**Seminar Fee:** P 4,950 + P594 VAT

**Facilitator:** Enrico C. Mina

May 26'17, Jul 31'17, Sept 27'17, Nov 25'17

**Number of days:** 1

**Seminar Dates:** Jan 9'17, Mar 7'17,

# Total Productive Maintenance (TPM)

Every company is in business to delight its customers through timely delivery of quality products and services at minimal prices. Quality, delivery and cost suffer when machines breakdown suddenly without warning or when they do not run properly. This two-day seminar teaches the system of Total Productive Maintenance (TPM) from the vantage of the Continuous Process Improvement or Kaizen Strategy. It provides an introductory treatment for companies who would embark on TPM program and for individuals who are about to become a part of an existing TPM system. The workshop will impart the concepts and methods of conducting an in-plant TPM style shop floor improvement. TPM is a Japanese approach of reducing product cost by improving the overall equipment effectiveness through elimination of *muda* or non-value adding activities in operations and in the preventive maintenance of machines and equipment. The approach employs the concept of Total System Focus involving everyone particularly the production and maintenance people in the process of *muda* elimination.

**Objectives:** By the end of the workshop, the following would have been accomplished:

1. Mental Conversion to the Kaizen philosophy that inspires people to change;
2. Learned the basic concepts, tools and techniques of TPM, and the system for continuous improvement of the Overall Equipment Effectiveness (OEE); and
3. Learned the method for improving and establishing standards for autonomous, reliability, breakdown and planned maintenance.

## Agenda:

- Kaizen Philosophy
- Principles of Kaizen
- Concepts of Kaizen
- TPM Results & OEE
- TPM Process & 8 Pillars
- 5-S Activities
- Abnormality Management
- Changeover & Set-Up Reduction
- Reliability Maintenance
- Migration of Breakdown to Planned Maintenance
- Steps to Autonomous Maintenance
- Continuous Improvement Culture

**Who should attend:** Managers, Engineers and Staff In-charge of Production, Maintenance, PM and TPM Programs

**Seminar Fee:** P9,350 + P1, 122 VAT

**Facilitators:** Jose S. Villegas

Jun 19-20'17, Aug 8-9'17, Oct 18-19'17, Dec 21-22'17

**Number of days:** 2

**Seminar Dates:** Feb 27-28'17, Apr 26-27'17,

# Total Quality Management (TQM)

A business firm has to maintain a high level of competitiveness if it is to survive and grow. Such competitiveness can only come from a greater commitment to provide customers with products or services better than the competitors can, and at the same time do it at the least cost, with the fastest and most reliable delivery—truly a very challenging combination!

Traditionally, managers believed that this blend of high quality products and services, low cost, and fast delivery was not possible because these goals were, it was thought, mutually conflicting. But there is a way to reconcile them—by practicing a philosophy and system of management that was originally conceptualized by Americans, developed and perfected by the Japanese, and accepted today as the most powerful basis for gaining competitive advantage: Total Quality Management (TQM).

**Objectives:** At the end of the seminar, the participants will be able to

- 1) Understand the basic principles and concepts of TQM/continuous improvement and how they differ from traditional management practices
- 2) Learn the concept of *muda* or process waste and how to improve quality and productivity by identifying and eliminating them
- 3) Appreciate the requirements for quality in service operations
- 4) Understand the key factors for successful TQM implementation.

**Agenda:** The course covers the following:

- Coping with a turbulent business environment: lessons from Japan
- The changing paradigms of business
- The relationship between quality and productivity; the cost of quality and its components
- Principles and concepts of continuous improvement (*kaizen*) and the elimination of process waste
- Quality in a service enterprise
- Eleven pre-conditions for successful TQM implementation

**Who should attend:** The course is suitable for all managers and supervisors particularly senior executives, production/service operations and human resource managers, and trainers.

**Seminar Fee:** P9,350 + P1, 122 VAT

**Number of days:** 2 days

**Facilitator:** Enrico C. Mina

**Seminar Dates:** Feb 22-23'17, Apr 28-29'17,

Jun 1-2'17, Aug 24-25'17, Oct 2-3'17, Dec 13-14'17

# Trainer Booster (TRB)

Any learning organization needs people who are competent to teach important information and skills crucial to the development of the organization's business. This is the role corporate trainers play as they provide learning experiences to their co-employees. The effectiveness of trainers to transfer business knowledge will have a key impact to most organizations' adaptability in the changing business environment.

The seminar-workshop will give the participants a closer look at how trainers can be more effective in imparting knowledge by applying proven techniques from training preparation to actual delivery.

Participants of this seminar will be involved in various workshop activities that focus on increasing their competence as well-rounded corporate trainers.

**Objectives:** The Trainer Booster is designed to:

1. Explain the idea that training is a multi-sensory learning experience
2. Discuss the process that takes place when designing training programs
3. Provide powerful training principles from warming up the participants to performance evaluation

## Agenda:

- |  |  |
|--|--|
| ➤ The Trainer Profile                      | ➤ Interactive presentations                  |
| ➤ The Training Foundation                  | ➤ Learning Games                             |
| ➤ Whole-Mind, Whole-Body Learning          | ➤ Reinforcement activities                   |
| ➤ The SAVI Approach to Learning            | ➤ Performance evaluation and feedback        |
| ➤ The Four Power P's of Learning           | ➤ Facilitation Techniques                    |
| ➤ Creating a positive learning environment | ➤ Handling difficult audience and situations |
| ➤ Removing Learning Barriers               | ➤ Becoming an advocate of people development |

**Who should attend:** Managers, supervisors, team leaders, trainers and office staff

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Elisier M. Fantillo

Jun 24'17, Aug 12'17, Oct 7'17, Dec 2'17

**Number of days:** 1

**Seminar Dates:** Feb 18'17, Apr 1'17,

# Training the Trainer (TTT)

The course exposes the would-be trainer in effectively handling the training cycle and evolving a training program that ties-in with the needs and expectations of the trainees in relation to the thrust of the organization. Moreover, it helps in developing the necessary skills and method of assessing organizational training needs that are aligned with business goals and directions. Finally, it provides the necessary techniques for customizing training programs, developing evaluation procedures and improving platform skills to ensure that all training efforts are effective and worthwhile.

**Objectives:** At the end of the course the participant would have:

- 1) Achieved and gained deeper appreciation and broader perspective of training;
- 2) Been acquainted with the various roles, duties and responsibility of a trainer;
- 3) Acquired ideas, concepts, knowledge and skills to manage training programs;
- 4) Learned to prioritize training programs according to the needs of the organization;
- 5) Developed techniques in training needs analysis, course design and training effectiveness measurement; and
- 6) Resolved to develop and improve platform skills for better training effectiveness

## Agenda:

- Training Standards
- Creating/Adapting Training Programs
- Preparing for Training Programs
- Animating Training Programs
- 3 D Trainer grid, the expert
- Learning Theory
- Learning Environment
- Preparing to Train
- Training Delivery
- Audio Visual Support
- Group and Individual Exercises



**Who should attend:** All levels of supervisors, Trainers, Human Resource Practitioners, and Personnel Officers

**Seminar Fee:** P7,700 + P924 VAT

**Facilitator:** Enrico C. Mina

Jun 28-29'17, Aug 1-2'17, Oct 26-27'17, Dec 18-19'17

**Number of days:** 1-1/2

**Seminar Dates:** Feb 8-9'17, Apr 3-4'17,

# TS-16949 Awareness & Documentation

## (TS9a)/(TS9d)

The **TS-16949** Standard is an ISO Technical Specification that defines the quality system requirements for the design/development, production, installation, and servicing of automotive-related products. It was written by the International Automotive Task Force (IATF) in conjunction with the International Standardization Organization (ISO). The IATF consists of an international group of vehicle manufacturers and national trade associations. The **TS-16949** has been adopted by the American automotive industry and its suppliers. A supplier-firm that implements and complies with TS-16949 can satisfy customers' quality assurance requirements and increase customer confidence in the quality of its products and/or service.

**TS-16949 Awareness** provides an executive overview of the standard that outlines its requirements and their interpretations; the principles and concepts represented; and how the organization may address them.

**TS-16949 Documentation** will show how to write a procedure consistent with the standard, develop an implementation plan and how to write a Quality Manual based on the elements of TS-16949 and related procedures for compliance with the standard.

**Who should attend:** Quality Management Representatives, Team Members Documentation Teams, Department Heads, TS-16949 Internal Auditors

**Facilitator:** Odze C. Casis

### Agenda

#### Awareness

- Quality Systems (objectives, definition, standards)
- Relationships of different standards
- History/Relationship of standards
- Elements of TS-16949
- Examples and Cases
- Understanding the Requirements of TS-16949
- Implementing TS-16949

**Seminar Fee:** P7,700 + P924 VAT

**Number of days:** 1

**Seminar Dates:** Feb 16-17'16, May 5-6'16, Aug 10-11'16, Nov 18-19'16

#### Documentation

- The TS-16949 Documentation Requirements
- Documenting The System based on the Elements of TS-16949
- Developing Quality Policy, Objectives and Performance Indicators
- Preparing the Quality Manual
- Writing the Procedure
- Developing Support Documents

**Seminar Fee:** P4,950 + P540 VAT

**Number of days:** 1

**Seminar Dates:** Jan 18'17, Mar 10'17, May 26 11'17, Jul 15'17, Sep 4'17, Nov 15'17



# Value Analysis/Value Engineering (VAVE)

Value Analysis/Value Engineering (VAVE) has always been associated with product design. Little does everyone know that VAVE can be a potent technique for process improvement as well. As companies search for ways and means to reduce product cost in the process, VAVE might just be the thing they are looking for.

The value of product or process is the lowest cost of providing a reliable performance of a function in particular and service in general. In real life, our products and processes are laden with lots of unnecessary things and features that don't add value but costs to the detriment of customers and end users. This workshop will clarify the issue of value and impart the techniques for identifying what is considered to be value and what is waste from the point of view of the customer. Moreover, it will teach the techniques of creating more value (in the process) for the customer and the systematic elimination of process wastes. The seminar will deal mostly on process VAVE, although product VAVE will be discussed just the same.

**Objectives:** By the end of the seminar the participants would have gained the following:

1. Review of the fundamental concept of value in products and processes.
2. Techniques to identify and analyze process wastes and non-value adding features in process and products.
3. Techniques for eliminating non-value adding activities in processes.

## Agenda:

- Kaizen, Market-In, & Upstream Mgt.
- Value Analysis
- Function Analysis
- Product Design Improvement
- Intro to Function-Cost Matrix
- Function-Cost Matrix Workshop
- VAVE in Process
- Using your brain
- 7 Muda and 3 Mu
- Shapes of VAVE Solutions
- Muda Elimination
- Kaizen & VAVE

**Who Should Attend:** This seminar will be best for Supervisors, Foremen, Staff & Managers in Production, QA/QC, Industrial Engineering, R & D, Process Audit; Improvement Teams, Maintenance & Engineering, and Training

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Jose S. Villegas/Elisier Fantillo  
Aprl 21'17, Jun 23'17, Aug 7'17, Oct 4'17, Dec 2'17

**Number of days:** 1

**Seminar Dates:** Feb 11'17,

# Why-Why Analysis (WHY)

## (Systematic Root-Cause Analysis)

One of the most important skills a problem solver in manufacturing and service must possess is the ability to accurately pinpoint the root causes of the problem being addressed.

The course shall cover the fundamental concepts and approaches to carry out a systematic analysis of a phenomena/problem using the Why-Why technique. It will include activities that will acquaint the participants in following the step-by-step approach in doing a why-why analysis and the ensuing solutions of the problem.

**Objectives:** By the end of the course, the participants would have gained the following:

- 1) Knowledge and skill in using the Why-Why Analysis; and
- 2) Proficiency in applying the Why-Why Analysis in solving equipment/process related problems.

### Agenda:

- What is Why-Why Analysis?
- Why Use Why-Why Analysis?
- When Should It Be Used?
- "Is" and "Is Not"
- Setting Correct Expectations
- How To Be An Expert?
- Why-Why Analysis Vs. P-M Analysis
- Concept of Why-Why Analysis
- Important Points in Why-Why Analysis
- Understanding Operating Principles
- Clear Description of Phenomenon
- Pitfalls to Avoid
- Why-Why Analysis Format
- Examples of Why-Why Analysis
- Tracing Back From Last Why
- Tips to Reduce # of Factors
- How To Ensure I Don't Go Off Target
- Steps to Perform Why-Why Analysis
- Good Countermeasures
- Error-Proof Methods

**Who should attend:** Managers, supervisors and staff in Human Resource, Production, Maintenance and Engineering in Manufacturing and Service Industries

**Seminar Fee:** P4,950 + P594 VAT

**Number of days:** 1

**Facilitator:** Chikki Abad

**Seminar Dates:** Nov 7'16, Jan 25'17,

Mar 24'17, May 23'17, July 3'17, Sept 15'17, Nov 29'17

# Winning Edge In Negotiations (WEN)

Negotiators should always look at a “win-win” outcome in their transactions. To do this they must possess negotiation skills and mastery of the concepts and principles, which must be applied in this activity. The Winning Edge in Negotiations unfolds the practical application of varied worthwhile concepts that provide focus to the very core objective of both parties. It looks at meaningful interfaces by analyzing how a negotiator behaves and thinks and approaches the exercise based on the recommended protocol without losing sight of the outcome being pursued. The course will provide opportunities to experience real-life challenges and pressures common in negotiations.

**Objectives:** After the course the participants will be able to learn and understand:

1. The value of Communication Skills as well as analyzing one’s personality and behavior for interfacing effectively.
2. The Negotiation Cycle as the key element and protocol in negotiation which when used, as a guide will support the realization of the negotiation objectives.
3. To adapt and adjust to the other party who holds the “power” in negotiation.
4. The varied strategies used by negotiators and “how to” react to these without losing sight of the package being pursued.
5. Handling the challenges and pressures that go with negotiation.

## Agenda:

### Day One:

- Introductions
- Enhancing Comm. Skills in Negotiating
- Adapting Personality Styles in People Interfaces
- The Negotiation Process
- Attributes of a “True” Negotiator
- Financials in Negotiation
- Seatwork & Case Studies

### Day Two:

- Negotiation Styles/Outcome
- The Edge of Negotiations
- Responding to Negotiation Strategies & Tactics
- Key Points to Consider in Negotiation
- Seatwork & Case Studies

**Who should attend:** People who represent management and who are in-charge of deciding and negotiating for: buying requirements for operations & projects; selling, closing deals, & agreement with customers; CBA and other agreements with employee unions, etc.

**Seminar Fee:** P9,350 + P1, 122 VAT

**Number of days:** 2

**Facilitator:** Fermin A. Domingo

**Seminar Dates:** Jan 23-24’17, Mar 16-17’17,

May 8-9’17, Jul 6-7’17, Sept 11-12’17, Nov 20-21’17

# Work Values & Attitudes Enhancement (WVA)

Values Enhancement Program is a basic course intended to afford the participants a fundamental understanding of the essential elements referred to when talking about personal values and the cultivation of the proper attitude towards work, man, people, society, family, work, and personal development. Each participant will be led to evaluate, rediscover, and reaffirm his/her strength and capabilities as a person and as an employee – on such areas as mental, social and spiritual. Likewise, the sessions will allow the participant to discover his/her weak areas and devise ways for self-development and continuous improvement in all personality aspects. The workshop also hopes that the participant will gain relevant insights in the uniqueness of others and realize the values of understanding, respect, consideration, and cooperative attitude for his/her subordinates, peers, and superiors.

**Objectives:** By the end of the workshop the participant would have:

1. Recognized his/her positive traits that boost his/her self-esteem;
2. Prepared an action plan by mitigating identified personal weaknesses;
3. Gained recognition/appreciation of others as well as having been recognized and appreciated him/herself;
4. Resolved to realign personal and professional/work values with the corporate values; and
5. Realized that his/her rediscovered strengths can be employed to efficiently attain personal and corporate goals.

## Agenda:

- Introduction
- Self-Disclosure
- Valuing Self
- Valuing Others
- Work Values
- Meaning & Purpose of Life
- Value Clarification
- Goal Setting



**Who should attend:** This workshop is recommendable to just about anyone, manager or rank-and-file, union leader or executive, entrepreneur or salaryman.

**Seminar Fee:** P9,350 + P1, 122 VAT

**Number of days:** 2

**Facilitator:** Tita D. Milan

**Seminar Dates:** Feb 25-26'17, Mar 23-24'17,

May 3-4'17, Jul 10-11'17, Sept 28-29'17, Nov 27-28'17

**(Note: In-house implementation is highly recommended)**

# WOW! Service Experience (WOW)

The WOW! Service Experience champions the idea that the organization that provides the best service experience to customers will have a competitive edge over its competitors. The customers' top of mind choice will always be the company that made a positive impact to them.

Participants will have a clear perspective of quality service from the point of view of the customers and gain the advantage of managing a service transaction that will create a positive impression.

Participants of this training-workshop will explore and practice effective service techniques and practical guidelines that can be instantly applied to actual frontline transactions.

**Objectives:** The seminar is designed to:

1. Describe the essentials in delivering high-impact, professional customer service
2. Discuss different kinds of customer service scenarios
3. Explain the critical role customer service plays in creating a positive impression to customers

## Agenda:

- Exploring Bad Service Experience
- How customers evaluate service
- Assessing Your Service Quotient "SQ"
- Competencies of a Service Professional
- The Customer Contact Critical Touchpoints
- The Worst Service Greetings
- Five Ways to Sabotage a Service Experience
- Complaints: The gauge of Service Satisfaction
- Root Causes of Complaints
- Handling Complaints
- Branding the Service Experience
- The 8 Secrets of Superior Customer Service

**Who should attend:** Managers, supervisors, team leaders, trainers and staff who are into face-to-face customer service transactions

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Elisier M. Fantillo

Jun 30'17, Aug 26'17, Oct 28'17, Dec 2'17

**Number of days:** 1

**Seminar Dates:** Feb 10'17, Apr 8'17,

# Writing Winning Sales Letters (WWL)

Selling in writing is a competency not all sales professionals possess. Because competition has always been fierce in the field of selling, the perfect additional to an organization's arsenal is to have an advantage by gaining a skill in writing winning sales letters. This skill can be as crucial as selling face-to-face.

This seminar will provide the participants with the tools and easy to follow guidelines that they can work on as they begin drafting their own sales letters.

Participants will have an interactive session where they will study and practice the methodologies essential in drafting a winning sales letter.

**Objectives:** The seminar is designed to:

1. Explain the importance of how prospective customers think and how a well-written sales letter can get their buying attention.
2. Provide practical yet effective tips and techniques on how to draft winning sales letters and proposals.

## Agenda:

- What You Need To Know Before Writing That Letter
- What Are You Selling? Selling for Value
- What All Sales Letters Must Have
- Your Sales Proposal: What Prospective Customers are Thinking About
- The Role of Customer Motivation in the Selling Process
- The Formula of All Winning Sales Letters
- Understanding Customers' Buying Fears
- Objections that Needed to be Addressed by a Results Driven Sales Letter

**Who should attend:** Managers, supervisors, team leaders, trainers and staff

**Seminar Fee:** P4,950 + P594 VAT

**Facilitator:** Elisier M. Fantillo

May 19'17, Jul 29'17, Sept 16'17, Nov 10'17

**Number of days:** 1

**Seminar Dates:** Jan 19'17, Mar 31'17,

# RESERVATION, REGISTRATION & DISCOUNTS

Please contact:

**KAIZEN MANAGEMENT SYSTEMS, INC.**

([www.kaizenmgtsys.com](http://www.kaizenmgtsys.com))

1604 Zinnia North Tower, EDSA, Munoz-Balintawak, Quezon City

Tel #s 806-4359 Fax: 806-4359 Cellphone #s (0927)6136265

Email Addresses: [kaizen.system@yahoo.com](mailto:kaizen.system@yahoo.com);

[kaizen.staff01@gmail.com](mailto:kaizen.staff01@gmail.com); [j.s.villegas@yahoo.com](mailto:j.s.villegas@yahoo.com)

Ask for: Julie Ann A. Fabro



## SEMINAR FEE:

Listed seminar fees are VAT Exclusive, which means the customer must add 12% to the price. Fees, however, are inclusive of lunch, 2 snacks per day, seminar materials, and certificates. Half-day seminars do not include the lunch. Fees are subject to price increase without prior notice. Hotel guest room accommodation is not covered and must be arranged separately.

## DISCOUNT TABLE:

Seats/Company	Discount Rate*
1-2	0%
3-5	10%
6-9	15%
10 & above	20%

Note: Additional 5% discount on payments made at least 10 calendar days before the seminar.

\*Calculated as follows: Amount Payable = (100% - Discount Rate)/100% x Price/Seat x #seats

Example: A company reserving for 6 seats of Lean Manufacturing (P8,500/seat x 1.12) shall pay:

Amount Payable = (100%-15%)/100% x P9,350/seat x1.12x 6 seats = P62,832

If the company pays 10 days before the seminar:

Amount Payable = (100%-5%)/100% x P62,832 = P59,690.40

Additional note: Discounts are not applicable on late payments or payments longer than 5 working days after the seminar ended

## CONFIRMATION:

Once the reservation has been confirmed, a statement of account and a confirmation note will be sent for preparation of payment. Confirmed participants are encouraged to be at the seminar venue 10 minutes for registration before the seminar starts. Please remember that we would have made provisions for meals and seminar materials already. The client organization may send a substitute participant if for some reasons, the originally registered one cannot attend.