

6th International Congress

GEMBA KAIZEN

24 - 25 November 2009, Wrocław

Polish premiere of Toyota Culture
by Jeffrey Liker and Michael Hoseus

ORGANISED BY



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KAIZEN STRATEGY OF FSL – CONTINUATION



“I’d like to inform that I’m just making the last amendments to a third book of mine. It is supposed to explain step by step the Toyota Production System. It will also disclose the true story of Toyota’s implementation of TPS thus providing the Readers with advice how to pursuit the world class standards.”

Masaaki Imai

KAIZEN 改善

改 - KAI (zmiana) 善 - ZEN (dobry)

Masaaki Imai is going to visit the Congress to deliver a successive authorial presentation on his book dealing with the strategy of developing the world-class management system integrating four pillars of KAIZEN Management System, i.e. TQM (Total Quality Management), TPM (Total Productive Maintenance), TFM (Total Flow Management) and TSM (Total Service Management). His first work KAIZEN – The Key to Japan’s Competitive Success (1986) let Masaaki Imai introduce the concept of KAIZEN to the world. In the second book GEMBA KAIZEN (1997) he discussed KAIZEN’s workplace applications. Presently Masaaki Imai is about to complete his third book KAIZEN Strategy of FSL planned to be published until the end of this year. First stage presentation of the work took place at the 2008 Congress. Masaaki Imai explained that Flow, Synchronization and Levelling, in short FSL, which should be perceived as the key indicators of effective management systems provides the most practical approach to setting-up a world-class business. He holds the opinion that today, the managers are prone to concentrate on learning most sophisticated problem-solving tools and tend to ignore the simple FSL-based approach to improve the management system. He explains that FSL helps to identify and handle numerous existing and urgent problems and at the same time provides a tool to assess the current status of each management system.

At the second stage the presentation will take the form of workshops. The author will look back at how Toyota, basing on its particular needs, developed own production system (Toyota Production System). Tracing Toyota’s footsteps, with special attention paid to the milestones, is going to provide us with the insight into the potential development of Lean System in each organisation.

Masaaki Imai

KAIZEN® Institute Consulting Group

Internationally renowned KAIZEN expert, known as Lean Guru and the father of Continuous Improvement. Pioneer and leader in the promotion of KAIZEN philosophy across the world.

Day One – Inspiring Lectures

TUESDAY, 24 NOVEMBER 2009

7.45 Registration and welcoming coffee

8.15 OFFICIAL OPENING

KAIZEN® INSTITUTE POLSKA

Mariusz Bryke - Country Manager

8.30 KAIZEN STRATEGY OF FSL – CONTINUATION

Three functions of managing KAIZEN innovation maintenance ■ GEMBA - Why has the Big Three failed? ■ Lean - How to reach the maximum efficiency and eliminate waste? ■ Four pillars of good management (TQM, TPM, TFM, TSM) ■ Lean systems - false concepts

KAIZEN® Institute Consulting Group

Masaaki Imai

10.00 ASSEMBLY LINE REVOLUTION
- NEW TRENDS IN THE CONCERN

Where are we coming from? - internal and external conditions ■ Innovative approach to an assembly line at the designing stage - advanced tools ■ Changing internal environment as the natural consequence (material flow, production planning) ■ Data, figures, facts

TAKATA-PETRI PARTS POLSKA SP. Z O.O.

Marcin Gałka – Production Manager

Adam Jankowski – KAIZEN Engineer

10.45 Coffee break

11.15 FROM SMED WORKSHOPS TO EMPLOYEES
APPROVAL FOR KAIZEN PHILOSOPHY

History of KAIZEN implementation / Lean in Bahlsen Polska company ■ Case study in the Production Department, i.e. the first workshops in the organisation ■ Case study in the Customer Service Department/administration ■ Case study in the Logistics Department, i.e. workshops shared with the supplier ■ Conclusion

BAHLSSEN SP. Z O.O.

Piotr Pitala - Continuous Improvement Manager

12.00 ROAD TO OPERATIONAL EXCELLENCE IN THE
LEAN SERVICE BUSINESS ORGANISATION

5S implementation - the history of success ■ Standardization areas ■ Process optimizing - to make our work simpler and more logical ■ IT serving KAIZEN - given due credit

PROFES®

Ewa Karpińska-Bryke – Member of the Management Board

Agnieszka Tabisz – KAIZEN Coordinator

12.45 Lunch

13.45 TO BUILT VEHICLES WITH ENTHUSIASM
AND FOCUS ON ADDED VALUE

Cascade of Continuous Improvement process (KAIZEN classification) ■ Best Practice Examples ■ VW Poznań Academy - training centre ■ Motivation system

VOLKSWAGEN POZNAŃ SP. Z O.O.

Sebastian Rozenkowski – Manager of Production System Department

14.30 TOWARDS LEAN PRODUCTION IN THE
WHIRLPOOL STOVE AND OVEN FACTORY

Whirlpool Production System ■ Lean in the stove and oven factory ■ Pull system elements ■ Notes, experience ■ Lean Explosion

WHIRLPOOL WROCLAW SP. Z O.O.

Paweł Jankowski – Production Manager

Barbara Szczepańska – LM specialist

15.15 KAIZEN IN KĘTY GROUP – HANDS-ON
METHODS OF CONTINUOUS IMPROVEMENT

Open KAIZEN projects in GK Kęty ■ KAIZEN structure GK Kęty ■ Presentation of hands-on operations (5S, Standards, Visualisation) ■ KAIZEN tools ■ Assessment of value stream flow in two plants ■ Conclusions following VSM ■ Further KAIZEN activities

GRUPA KĘTY S.A.

Rafał Hubicki – SWW Production Manager

Tomasz Kudzia – Quality Maintenance Specialist

16.00 Coffee break

16.30 DEVELOPING TOYOTA PRODUCTION SYSTEM
- AN OBJECT LESSON

It started with the crisis - an object lesson ■ Top Management responsibility and commitment ■ Long-term strategy ■ Management must work close to GEMBA ■ Top-down and down-top approach ■ KAIZEN spirit as a drive to Lean system delivery

KAIZEN® INSTITUTE CONSULTING GROUP

Masaaki Imai

18.00 End of Day 1

19.00 FUNCTION – SPIŻ BREWERY RESTAURANT

At the function please be invited to take part in the ceremony of introducing the book Toyota Culture by Jeffrey Liker and Michael Hoseus to the Polish market.

Day 2 - KAIZEN live

WEDNESDAY, 25 NOVEMBER 2009

7:30 KAIZEN LIVE – HANDS-ON ACTIVITIES

KAIZEN IMPLEMENTATION - WORKSHOPS ANALYSES AND SIMULATIONS

Attendees who resolve upon choosing one of 4 workshops will enjoy the opportunity to participate in simulation of both service and production processes and also experience KAIZEN support in business operations and everyday staff work.

Workshops' programme:

1. Presentation of the subject and planned activities
2. Distribution of group tasks and group work
3. Presentation of the group work effects
4. Group work assessment and discussion



Supervisor: KAIZEN® Institute Polska consultants

See page 5 for details

GEMBA WALK – CLOSE ENCOUNTERS WITH CONTINUOUS IMPROVEMENT PROCESSES

GEMBA Walk offers visits to companies that implement KAIZEN. Participants may choose from one of nine various profile businesses with different continuous improvement practices. GEMBA Walk will be performed according to the same schedule in all locations.

GEMBA WALK programme:

1. Presentation of business and processes
2. Proceeding along the process
3. Searching for MUDA
4. Results' presentation, conclusion and discussion



Supervisor: KAIZEN® Institute Polska consultants, KAIZEN/ Lean coordinators for particular businesses

See page 6 for details

13:30 LUNCH

14:30 HOW TO EMBED KAIZEN IN CORPORATE CULTURE

Definition and structure of KAIZEN according to WIKI Polska
 ■ Production principles in WIKI Polska ■ KAIZEN principles in WIKI Polska ■ Review of KAIZEN - related operations during the year ■ KAIZEN week structure ■ Results monitoring ■ Case Study ■ Conclusion

WIKI POLSKA SP. Z O.O.

Franz Vogel – Plant Manager

Radosław Owieczka – Manager of Kaizen Office

15:15 PROCESS STANDARDISATION FUNDAMENTAL TO KAIZEN IMPROVEMENT

Standardisation tools applied in Hochland Polska (5S, VM, OPL) ■ 5S - well - organised workplace as a condition precedent for work standard ■ VM - the best regulation will never be obeyed with no visualisation ■ OPL - best practice documentation and the staff training foundation ■ Standardisation vs. continuous flow ■ KAIZEN - does it start where a standard is being questioned?

HOCHLAND POLSKA SP. Z O.O.

Marcin Gad – Process Improvement Dept. Manager

Szymon Ciesielski – Quality Manager

16:30 KAIZEN PHILOSOPHY IN IMPROVING CUSTOMER SERVICE COMMUNICATION PROCESSES

How to build Clients' satisfaction and loyalty through proper standardisation of „soft“ communication processes ■ How to monitor effectiveness of customer service related implementations ■ Which continuous improvement methods may be applied in everyday operations of a trading and service company

SUZUKI MOTOR POLAND SP. Z O.O. & PROFES®

Robert Przygodzki – Service Regional Manager

Adam Jaworski – Project Manager

17:15 KAIZEN – LONG WAY FROM A SHOP FLOOR TO SERVICES

SCANIA Production System ■ Plant's experience related to KAIZEN/Lean system implementation ■ Extending KAIZEN/Lean system across the whole trading and service organisation ■ How to convince dealers' network staff of plant solutions ■ Opportunity for employees? Threat to managers?

SCANIA POLSKA S.A.

Wojciech Rowiński – Branch Manager

Dariusz Suchtabowicz – SRS Project Manager, BU Coordinator

16:00 COFFEE BREAK

18:00 END OF THE CONGRESS

Practice - workshops and simulations

WEDNESDAY, 25 NOVEMBER 2009



STANDARD PROCESS FOR UNUSUAL ORDERS – SERVICE PROCESS MAPPING

Topics: Six-stage model KAIZEN implementation in service and administration processes ■ Waste elimination ■ Process optimisation – process mapping to reach excellence ■ Office work standardisation and visualisation ■ Implementation of basic KANBAN system in administration

Building waste awareness is perceived as the key priority, yet at the same time a one of the most difficult stages of KAIZEN implementation in both production and service corporations. Simple simulation will show the waste of time and material in everyday administrative processes. We will find the importance of staff commitment in regular waste elimination by means of “small steps” method. Furthermore, we will identify potential traps when “slimming down” processes without prior preparation of staff. We will learn about basic ready-to-use process mapping principles.



5S AS A TOOL TO SUPPORT THE DEVELOPMENT OF LEAN PROCESSES

Topics: Six-stage model KAIZEN implementation in service and administration processes ■ Building waste awareness on the organisational and individual level ■ 5S – successive stages review ■ Essential skills and techniques necessary in the 5S Action (effective communication and promotion across the organisation, team management, Red Card action, principles of ergonomics, layout – process characteristics adjustment, KANBAN system) ■ 5S audits – basic assumptions

Superficial knowledge of the 5S principles comes down to cleaning stage first and foremost. The simulation aims at presenting wide range of 5S applications and promoting production derived tool in all sorts of offices. In practice we will go through the stage of effective 5S action preparation, make an attempt to perform and recapitulate mini 5S action. Together we will ponder over the best way to develop waste awareness among the staff members in order to support lean processes in organisation.



ASSEMBLY LINE BALANCING AND MATERIAL SUPPLY

Topics: Setting the Client’s production pace, assessing assembly line cycle duration ■ Push vs Pull production, line organisation, assembly line balancing, one piece flow ■ Inventory in progress and finished goods stock reduction, KANBAN, FIFO lane, supermarket system ■ Logistics flow – Mizusumashi

Delivering required amount of ordered goods to the Client in due time is a key priority challenge for any production plant. Assembly line balancing tool comes helpful to improve the efficiency of production process through adjusting the assemble line cycle to the Client’s order volume. Process of component delivery is essential for Just-in-Time production processes. Numerous businesses are still looking for proper component delivery organisation and efficient production component ordering system. The workshops make participants acquainted with the tools for adjusting the assembly line logistics to Just-in-Time production requirements.



SUPPLY CHAIN COST KILLING – SIMULATION GAME

Topics: KANBAN – information flow system ■ Supermarket – appropriate facility to store materials and finished goods ■ Push system – production based on forecast ■ Pull system – production based on customer demand ■ Overproduction and delay analysis

Demand fluctuations in the retail market result in considerable growth of stock inventories in particular links of logistics chain. Irregular inventory increases and decreases tend to hinder production processes as well as relations between particular departments or entrepreneurs in the process of manufacturing goods. Simulation game known as the Beer Game drawn up by MIT specialists helps to understand not only the adverse impact of so called Whip Effect but also the importance of good information flow, based on real order volume and Pull System, for cost reduction along the whole production-related logistics chain.

Practice – GEMBA WALK

WEDNESDAY, 25 NOVEMBER 2009

GEMBA Walk is designed to provide close encounter with KAIZEN practice and an opportunity to visit enterprises that enhance their operations implementing KAIZEN in various ways and areas. Participants enjoy a unique chance to find out how continuous improvement methods and tools work.

GRUPA 1 BOMBARDIER TRANSPORTATION POLSKA



Production of vehicle bodies and locomotive chassis

Main topic: „KAIZEN flash” – Bombardier Transportation Polska’s specific approach to hands-on implementation of 5S in production, attendees’ active participation in „KAIZEN flash”.

GRUPA 2 TAKATA-PETRI PARTS POLSKA



Production of car safety systems

Main topic: Material flow, Total Productive Maintenance, results of 5S application

GRUPA 3 WHIRLPOOL WROCLAW



Production of stoves and ovens

Main topic: Pull system, optimising stock adjustment inventory and material flow, visual management

GRUPA 4 AUTOLIV POLAND



Production of vehicle airbags

Main topic: Staff suggestion-based system, implementing KAIZEN methodology and tools (AMO/Autonomous Manufacturing Organisation workshops and structure)

GRUPA 5 LEONI KABEL POLSKA



Production of wiring looms for car industry

Main topic: Staff suggestions-based system, TPM, standardisation, visualisation, results of implementing and applying 5S

GRUPA 6 VIESSMANN



Production of heating systems

Main topic: Material flow and U-shaped assembly lines’ efficiency

GRUPA 7 GKN POLSKA



Production of vehicle joints

Main topic: Assembly line workload distribution balance and work standardisation, 5S audit system, results of KAIZEN - Improving Execution Effectiveness Rate workshops

GRUPA 8 FAURECIA JIT PLANT WAŁBRZYCH



Production of vehicle seats

Main topic: Long distance JIT, flexibility in order delivery against Client’s changing demands

GRUPA 9 PROFES®



Training and consulting services

Main topic: Office Live including standardisation, visualisation, 5S activities, 5S audit systems, waste awareness

„TOYOTA CULTURE”

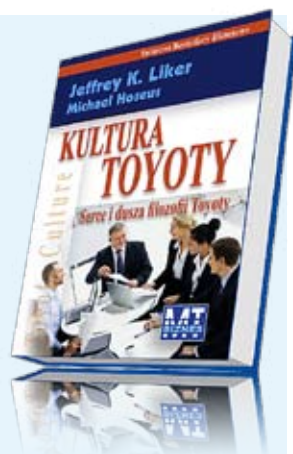
JEFFREY K. LIKER, MICHAEL HOSEUS

POLISH PREMIERE

TOYOTA CULTURE deals with the company’s “people systems” introduced to enforce trust, mutual welfare and excellence in corporate plants, dealer’s showrooms and offices throughout the world. The authors begin with the analysis of the Toyota corporate culture evolution and wonder why people were chosen to make „heart and spirit” of the Toyota Way. The company uses four-level system of developing and maintaining perfectly prepared staff members, i.e.

attracting, developing, engaging and inspiring.

On the base of extensive research conducted by J. Liker and individual experience of M. Hoseus as a long-term Toyota manager, the book provides readers with the tools which support efficient and successful staff management. The book offers insight into compelling Toyota’s corporate culture with special attention paid to subtleties of its implementation and reconstruction in plants and offices all over the world. These are the nuances Your Company needs to understand to take advantage of Toyota’s experience.



Registration Form

6th International Congress GEMBA KAIZEN

Wrocław, 24-25 November 2009, Mercure Panorama hotel in Wrocław

Please fill in legibly and sent to the Organiser by fax on 0 71 335 22 79.

I hereby register the following participants in the 6th Congress GEMBA KAIZEN:

First name and surname	Position	Select Day 2 activities (1 to 9 or letter A, B, C, D)*	Contact data
			Tel: Fax: Email:
			Tel: Fax: Email:
			Tel: Fax: Email:

Invoice data:

* - participants will be registered on a first-come basis

Full business name	NIP number	Address of the registered office

Cost of participation:

Company's first and second employee: 3200 PLN + 22% VAT

Company's third and fourth employee: 3000 PLN + 22% VAT

Company's each next employee: 2800 PLN + 22% VAT

5 or more employees: NEGOTIATE THE PRICE!

Register before 30 September 2009 and get the special price..... 2800 PLN + 22% VAT

Price includes: lectures, a visit to a company or workshops, conference materials on a pendrive, catering, the function.

I hereby declare that the payment due for the participants listed above in the amount of: will be transferred not later than 4 days following sending this registration form to the Organiser's account:	Company's stamp	Signature of the authorised person
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Congress's Organiser (bank transfer data):

KAIZEN® Institute Polska s.c., 52-121 Wrocław, ul. Koreańska 13, NIP number 897-16-29-584

Bank account: **ING Bank Śląski 07 1050 1575 1000 0022 7467 8719**

Conditions of participation: **1.** Registration shall be valid upon sending this registration form by facsimile transmission and making the payment through bank transfer in compliance with the information included herein. **2.** Having received the payment the Organiser will confirm participation in the Congress by e-mail. At the same time VAT invoice will be sent. **3.** By sending this registration form the Registering Party accepts that the data made available will be processed by KAIZEN® Institute Polska s.c. for information and marketing purposes. Contact data will be made available for single use to the Partners and Sponsors of the Congress. **4.** All the items on the agenda have been confirmed. Organiser reserves the right to change the programme. **5.** In the event of the Congress participant's resignation before 11 November 2009 the Organiser will charge handling fee in the amount of 10% of the participation cost. **6.** In the event of the Congress participant's resignation after 18 November 2009 the Organiser will charge handling fee in the amount of 40% of the participation cost. In the event of the Congress participant's resignation after 18 November 2009 the Organiser will not return the payment made. **7.** In the event the Congress is cancelled due to reasons attributable to the Organiser, the full amount will be returned to the Registering Party. **8.** Available participation fee discounts do not aggregate. **9.** Participants will be allocated to Day 2 groups on the first-come basis.

Grasp

KAIZEN story

told by market leaders

at 6th Congress

GEMBA KAIZEN:

AUTOLIV POLSKA

BAHLESEN

BOMBARDIER TRANSPORTATION POLSKA

FAURECIA JIT PLANT WAŁBRZYCH

GKN POLSKA

GRUPA KĘTY

HOCHLAND POLSKA

LEONI KABEL POLSKA

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TAKATA-PETRI PARTS POLSKA

VIESSMANN

VOLKSWAGEN POZNAŃ

WHIRLPOOL WROCŁAW

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