

Your Partner on the way to Top-Performance.



More than **10** years in China









STAUFEN 2016

For the development of companies and their employees in Asia

- STAUFEN CONSULTING SERVICES
- STAUFEN ACADEMY SERVICES

STAUFEN MANAGEMENT AWARENESS

BEST PRACTICE TOURS & VISITS

INDUSTRY 4.0



Your Partner on the way to Top-Performance

Dear Reader,

As growth continues to slow down in the world's second largest economy, companies in China get under increasing pressure to raise efficiency and to reduce cost. It is becoming harder and harder to remain competitive in the market. In addition, customers demand flexibility and fast reaction times to their needs - which many companies are not yet able to fulfil.

However, there are answers how to meet these challenges. As a basis for competitiveness, companies in China have to make sure they improve their processes according to Lean principles. Once processes are stable and efficient, the next step can be taken: the transformation into a Smart Factory. The Lean Enterprise and the Smart Factory are no contradiction, but one is based on the other: You need to become Lean first before you can become Smart.

With over 10 years of experience working in China, Staufen has been successfully supporting numerous companies in achieving operational excellence. Through our Consulting services and our Academy program, we provide solutions to the most important challenges that the industry is facing today - and serve our customers in topics concerning Lean Management and Leadership, Lean Administration and Lean Product Development, Supply Chain Management and Smart Factory / Industry 4.0.

With our International program, we now also offer Best Practice visits in Germany, the Czech Republic, Slovakia, Hungary, Brazil and Mexico. We believe that "Go and See" is the best way to learn.

Thank you for your trust that you have given us in many projects over the last years. We are proud to be your Partner on the way to Top-Performance and look forward to a successful cooperation in 2016!

Sincerely yours, David Mueller

STAUFEN.



David Mueller

General Manager STAUFEN.SHANGHAI

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STAUFEN AT A GLANCE

We are available worldwide.

From our 13 locations we work on projects in 25 countries and in 14 languages. We have renowned international partners on hand to help you.



LEAN MANAGEMENT, PROCUREMENT AND SUPPLIER MANAGEMENT

Staufen is an implementation oriented provider of consulting and training services with head office in Germany and branches in China, Brazil, Switzerland, Poland, Czech Republic, Hungary, Slovakia and Italy. Worldwide more than 200 employees implement excellent processes directly onsite, whereof 40 consultants are based in our Chinese offices in Shanghai, Beijing, Shenyang and Hong Kong. Focus of our consulting is Lean Management, Procurement & Supplier Management, Smart Factory & Industry 4.0, as well as the development of Management & Leadership methods and skills.

The Staufen Academy offers public courses and in-house trainings to qualify your management and your employees. In addition to excellent know-how, we provide the necessary 'do-how' for practical implementation. For this reason, you will find us at the scene of action (Gemba) for most of the time and always as close as possible to the processes being improved – together with the people being developed. The Staufen approach will strengthen your workforce and carry your organization to the next level.

SMART FACTORY &

Industry 4.0 Assessment

Smart Factory Solutions

Smart Automation Concepts

Modular Product Platforms

INDUSTRY 4.0

STAUFEN CORE SERVICES IN CHINA:

LEAN MANAGEMENT

- Lean Production & Logistics
- Lean Product Development
- Lean Administration
- Factory Planning

PROCUREMENT & SUPPLIER MANAGEMENT

- Supplier Identification
- Supplier Development
- Material Cost Reduction
- Purchasing Excellence

WORLD CLASS MANAGEMENT & LEADERSHIP

- Leadership Excellence
- Shop Floor Management
- Coaching & Mentoring

ACADEMY

- Public Trainings
- In-house Trainings
- Best Practice Visits

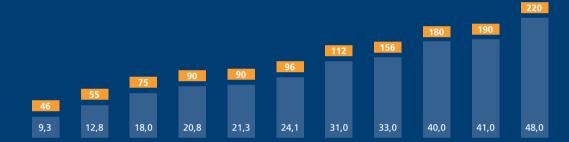
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STAUFEN – A 21 YEAR STORY

MILESTONES

Established by Martin Haas and

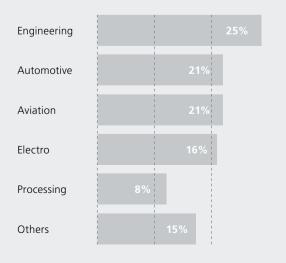
Ralf Stokar von Neuforn Transformation into a stock Opening Office in corporation Beijing Founding of Opening Offices in Founding of Founding of **Staufen Brazil** Staufen Poland Shenyang Staufen Switzerland and and **Staufen Italy** Hong Kong Founding of Staufen China 1994 2000 2003 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015



DEVELOPMENT OF SALES AND EMPLOYEES*

* Consulting + Academy

PERCENTAGE OF CUSTOMERS BY INDUSTRIES



PERCENTAGE OF CUSTOMER STRUCTURE BY SIZE

Revenue Mio €

Size of company (Million € Turnover)



Employees

STAUFEN – OVER 10 YEARS IN CHINA



精益企业 (中国)

Ⅰ = //1 中工联创国际装备制造研究中心

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Selected references in China



on WeChat!



Camera di Commercio Italiana in Cina

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中国意大利省合 China-Itals Chamber of Commence

Taicang Roundtable

АНК

by Chen Quanshen, Counselor of the State Council PRC

Since the China economic reform, Chinese manufacturing industry has risen to global preeminence in its quantity and industrial scales. The made-in-China products become well known globally. The manufacturing industry has contributed in making China the second largest economy of the world and has brought its economic prosperity.

However, at the same time, there are problems in Chinese manufacturing industry. For the past ten years (2004-2014), despite the absolute production value has been growing, the growing trend is obviously decreasing. Some indicators have shown negative growth, for example, the industrial electricity consumption, the investment in fixed assets, the ex-factory price of industrial product and profits of industrial enterprises about designated size. In Contrast, several costs have risen, for example, the total wage amount of urban industrial workers has increased from 16.2% to 33.7%, which increased 17.5 points. In addition, the insurance and housing fund has increased as well. Therefore, these rising-cost problems dampen the growth of Chinese manufacturing industry.

In the international market, there is a trend that the high-end manufacturing industry returns to the developed countries. For example, the U.S government has promulgated "The Revival Strategy of U.S Manufacturing", "Manufacturing Promotion Act" and "National Strategy for Advanced Manufacturing Industry"; The EU has encouraged its member countries implementing "European Reindustrialized Strategy" and promulgated "2020 European Strategy" and related new industrial policy, which is "A Stronger European Industry for Growth and Economic Recovery"; the German government has promulgated "2020 High-Tech Strategy" and started "Germany Industry 4.0 Strategy"; The British government has promulgated "The High Value Manufacturing Strategy"; The French government has promulgated "The Industrial Revitalization Plan"; The Japanese government has also promulgated "The Rejuvenation strategy". Meanwhile, manufacturing of lower-end products will shift from China to nations with lower labor costs and rich resources of raw materials, such as Thailand, Vietnam and Myanmar. Let alone to say, enterprises, producing middle-end products, have problems of overproduction and price degradation.

It is imperative for China to lead its manufacturing industry toward the process of transformation and optimization In order to consolidate its position as a manufacturing nation and target to become the world's manufacturing power. The "China Manufacturing 2025" has determined the development and structure of the manufacturing industry in next 10 years and hence under this policy, the Chinese economy should be more marketoriented, the private sector should actively lead the market and the Chinese government should subsequently guide and support these enterprises thus that Chinese manufacturing industry can develop and be ranked among the worldwide manufacturing countries. Staufen suggests the following key points to succeed in transformation and optimization:

1. Talents acquisitions and coaching

Utilizing the global labor market to acquire new talents. In addition, enterprises should build a comprehensive internal training system and cooperated with professional training institute to provide systematic management trainings and qualifications for managers and employees.

2.

Introduce high end technology from abroad through the technology market and the investment institutes

Currently, the technology has new characters, such as open-end, integrated, combined, and embedded. Therefore, many venture capitals invest heavily in those innovative places, such as in the Silicon Valley, Israel and Germany. Those venture capitals search new product, new technology, new process and new materials for investment opportunities as well as acquire small-size technology enterprises. With abundant foreign reserve, a growing consumer market and large-scale of productivity, China government should support and encourage the domestic investment enterprises and industrials enterprises to go abroad and acquire those small-size technology enterprises, which its products are in mid- or maturity stage. One of the most important principle of acquisition is that the product can be manufactured in China and hence utilize the advantage of its manufacturing power. Nonetheless, in long term, China has to build a new innovative system for manufacturing industry.

3.

Tackle the overproduction problem through a reasonable global resource-relocation.

In overview, the overproduction in China is similar to the overproduction version of "technical optimization", meaning that it is a kind of capacity in an inappropriate position. Therefore, we have to restructure the industry and the production layout within the international scope and consequently connect our industrial structure with the world's industrial structure and explore China's manufacturing production layout globally. To realize the industrial layout and structure, those investment institutes, such as venture capitals and private equity, play a very important role.

4. Consolidate the structure basis and enhance the core competence

Under the background of "China manufacturing 2025" and the optimization of global industry (Industry 4.0), enterprises should consolidate their management system and business processes and improve competence of management, development and manufacturing. Since extensive management is hardly competitive in this optimization trend, those manufacturing enterprises should consolidate their operations and production management systems.

In this constantly changing world, the Chinese manufacturing industry should follow this global transformation trend and upgrade its production capability. As a well-known German Lean Management consulting firm, I look forward to Staufen, with its professional knowledge and global networking, to support many Chinese manufacturing enterprises to successfully transform and upgrade.



Chen Quansheng, Born in 1950, Beijing.

Mr. Chen has worked, among others, at the State Council staff education management committee, the National Economic Commission, State Planning Commission, the State Economic Restructuring Commission, the State Council Production Committee, the State Council Production Office, the State Council Economic and Trade Office, Economic and Trade Commission, State Council Research engaged in macro–economic policy research and enterprise reform and management. In 2008, Mr. Chen Quansheng was hired as a counselor of the State Council of PRC. In 2013, he was again hired as a counselor of the State Council PRC.

STAUFEN CONSULTING SERVICES Lean Production & Management

LEAN PRODUCTION & MANAGEMENT

How lean thinking increases quality, shortens delivery time and reduces costs

Lean means to achieve more with less. To use less effort, less manpower and less energy, while getting higher output, in a better quality, with higher profit. How is this possible? The answer to this is the concept of the Lean Transformation. Lean Transformation means changing a factory from the conventional batch & queue set-up to a setting which is called one-piece flow. Batch & queue comes from times when material was transported in batches and queued in front of machines, hence the name. In a Lean factory, the layout is now determined by the sequence of work steps necessary to make the product, not by the function of the machinery.

Every single company doing this change in concept is astounded to see that suddenly they are able to get more products out, in a higher quality, in a shorter time. And all of this with the same number of people, equipment and machinery. Does this sound like a miracle? In terms of how companies experience this change, it certainly is. From a systems perspective, it is the logical consequence of the organization of work. Note here that the speed of the machines involved is the same like in the conventional setting. What is different is the sequenced set-up. The key to understanding Lean is to understand this systems behavior. It is a pretty tough nut to crack, because it is counterintuitive to how one is used to organize work. A word about costs: Conventional thinking is to cut costs. Lean thinking is to avoid or reduce the activities that cause the costs. Arranging work steps one after another and connecting them in a continuous flow makes it easy to spot superfluous activities, eliminate or lower them, and therewith reduce costs. Lean is not about "let people work harder and machines run faster", but all about "stop doing all activities that don't add value to the product".

Tips for Leaders implementing Lean

At first sight, Lean requires a paradoxical kind of leadership. A Manager is required to exercise fierce top-down control and at the same time encourage intensive bottom up participation. This is neither the traditional type of manager 'I am the boss and you do what I say', nor the post-modern type 'I don't care how you do it just bring me the results'. Lean requires the cooperative leadership style, where learning point no.1 is to train people in structured problem solving.

The last words about implementation: Lean has proven to be the no.1 choice to improve every business and every process: purchasing, development, logistics, administration, you name it. Lean is a way of thinking and acting to make a business successful – today and tomorrow.



SMART FACTORY PLANNING AND IMPLEMENTATION OF INDUSTRY 4.0

Reach the next level of industrialization by connecting your processes

Rising labor costs, volatile markets, high quality requirements, and increasing diversity of customer needs require ever-shorter lead times and a new level of production flexibility. These challenges are ever harder to tackle with traditional production methods. The solution is the Smart Factory, which combines Lean production principles, modularized products and Industry 4.0 elements. There are several work streams necessary for building a Smart Factory and achieving a sustainable competitive advantage. A Smart Factory is characterized by a high level of connectivity, collaboration, real-time information flow, as well as the application of the latest manufacturing technologies. Apart from these smart elements, Lean principles will be used during the planning of the factory layout, material flow, and logistics concept.

Benefits for your daily business:

- Flexible production systems which are ready for mass customization
- Better and faster management decisions through real-time transparency of products, production processes and resources
- Shorter, more reliable delivery times and real-time customer feedback
- Improved cost, quality, and delivery time through smart automation solutions
- Optimized processes and operations based on Big Data and analytics



- Implementation of flexible production systems
- Design of smart logistics and automation concepts
- Definition of real-time enterprise concept
- Planning of IT system landscape and systems integration
- Integration of manufacturing and business processes

STAUFEN CONSULTING SERVICES

Lean Production & Management

LEAN FACTORY PLANNING Do the right thing – at the right place

With changing market challenges and new global competition, manufacturing companies must dramatically reduce lead time to customer orders and new customer demands in order to gain, or even retain, competitiveness. Taking the right decisions on the stage of global businesses is a difficult challenge which requires reliable partners with a good know-how of the local situation, practices and habits – both in Asia and in Europe. With over a decade of experience in China as well as a strong network of partners, we can provide the necessary answers in order to make the right decisions and develop a successful strategy for your operations.

Since our foundation in 1994, we have been successfully developing and implementing Lean factory planning. Our expertise in different industries in Asia and Europe for over 20 years will support you during the localization as well as the development of global operations. The adherence to the Lean principles guarantees efficiency as well as transparency from finding a suitable location for production to the efficient operation of the factory.

Benefits for your daily business:

- Professional support using a value-stream focused approach
- Structured and pragmatic project and factory layout planning
- Global network of production and technology experts
- High integration of local resources, experience in local culture, geography and regulations



- Development and implementation of a (global) production strategy and production system
- Lean Factory Planning and layout design
- Development of excellence principles and guidelines in a 'Blue Sky' workshop
- Value-stream oriented organization of production (introduction of Hanchos)
- Implementation and ramp-up support

MANUFACTURING AND LOGISTICS PROCESS OPTIMIZATION Costs, quality, delivery service

Eliminating waste, minimizing inventory, maximizing flow, pulling production from customer demand, empowering workers and partner with suppliers are just a few of the steps that will allow Lean production to penetrate the entire production and logistics processes. The focus of improvement is always to optimize stream with minimal lead times.

Concentrating on the essentials, i.e. value creation processes, makes it possible to minimize waste and increase transparency.

Benefits for your daily business:

it so that flow can be created and pull system principles can be introduced.

The target is to cope with the entire value stream, organizing

Lean production avoids waste and reduces your lead times - with increased productivity, you produce higher quality while your stock levels are minimized, but supply readiness assured. Your employees become more capable for improvements while value creation is higher.

- Increased efficiency by consequently eliminating waste
- Shortened lead times and reduction of WIP (work in process)
- Better quality by implementing sufficient manufacturing and machining processes
- Reduced overhead costs due to highly efficient support processes (logistics, order management, industrial engineering etc.)
- Enhanced awareness for Lean and better understanding of processes due to a high integration of management and direct staff during the project phase



- Optimization of the value creation process
- Zero-error concept
- Orderliness and cleanliness (5S)
- Total productive maintenance (TPM)
- Line design in one-piece-flow, workplace design in line with Best Point principles
- Set-up time reduction (SMED Single Minute Exchange of Die)
- Warehouse Planning & Logistics Optimization

STAUFEN CONSULTING SERVICES

Lean Production & Management

LEAN ADMINISTRATION Supporting the lean value stream

The Lean value stream requires supporting processes for setting an efficient and waste-free groundwork by applying the same logic and methodology like in direct areas. Improvement is reached through analysis and process optimization as well as through efficient communication and management.

The general approach of Lean Administration is to separate valueadding activities from non-value-adding activities (waste) with the goal to reduce or eliminate the latter ones.

Process improvement and a value-stream oriented organization reduces interfaces, improves communication and creates significantly shorter lead times while improving quality at the same time. Workplace organization, standardization and transparent team competences make collaboration easier.

Benefits for your daily business:

- Reduced overhead costs by consequently decreased inefficiency and waste in indirect processes
- Increased flexibility and faster reaction due to a reduction of lead times, interfaces and better transparency
- More reliable planning of production, logistics and purchasing processes
- Efficient team play by visual management and regular communication
- Enhanced awareness for lean and better understanding of processes due to a high integration of management and office staff during the project phase



- Process optimization stable, waste-free processes with short lead times and clearly defined interfaces
- Functional optimization and value-stream oriented office layout
- Value-stream oriented organizational structure
- Management and leadership leadership based on real facts and figures

LEAN PRODUCT DEVELOPMENT Do it right – from the beginning

Innovation and product development are major levers for managing corporate success for the long term. Our Lean Development system aims at creating a comprehensive management structure. Therefore all elements from systematic analysis of the competitive environment to the development of product series are seamlessly integrated.

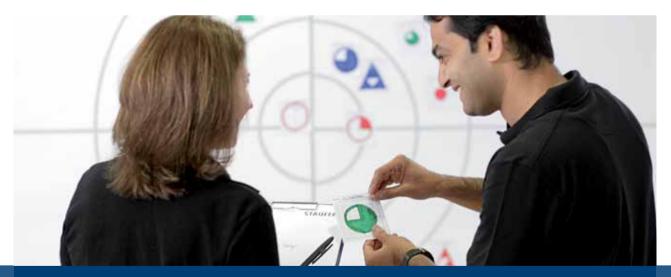
In a Lean Product Development system, all principles of Lean come into effect with the goal of efficiently "handling" development

projects. The major focus of our approach is on the avoidance of waste in the product development process and on safeguarding the results of single development projects.

The comprehensive optimization of innovation and product development makes it possible to achieve significantly shorter development times and more profitable products. Product quality, secure production processes and increased resource efficiency are all integral parts of the basic concept.

Benefits for your daily business:

- Reduction of lead time and development costs due to a streamlined development process and a value-stream oriented organizational structure
- Faster reactivity and efficient team play due to the implementation of visual management and project management tools
- Reduction of direct costs due to a production oriented design approach as well as modularization and platform concepts
- Enhanced awareness for Lean and better understanding of processes due to a high integration of management and R&D experts during the project phase
- Timely problem solving and employee development through efficient management and leadership processes



- Optimization of the product development process
- Value-stream oriented organizational structure
- Visual management and systematic regular communication
- Multi-project Management
- Design to Lean manufacturing
- Value engineering
- Standardization and modularization (platform concepts)

Lean Production & Management

LEAN MANAGEMENT AND LEADERSHIP Develop processes and people

Shop Floor Management is the most effective form of leadership on site. It supports the consistent development of processes and procedures where they happen. The presence of managers in production areas and their focus on deviations from standards ensures that decisions are accelerated and solutions are implemented directly.

The use of Shop Floor Management is much more than just the application of supportive measures. It requires a high level of discipline and consistency from the entire management team.

Managers are accompanied and enabled on their way to a new understanding of leadership.

Shop Floor Management safeguards Lean success and with it a new corporate culture. Collaboration is characterized by simple management tools, improved communication and an increased level of competence and responsibility on the Shop Floor. On top of that, it generates the platform for continuous improvement and striving for higher levels of performance.

Benefits for your daily business:

- Fast and sustainable problem solving by implementing shop floor visualization and regular, cross-functional communication
- Enhanced awareness for waste and Lean methodology in all relevant areas by actively involve all staff levels into the management of deviations
- Improved leadership performance among managers due to the coaching approach



- CIP organization with qualified Lean coaches
- Value-stream oriented organization of the production
- Policy deployment process
- Shop Floor Management implementation
- Qualification and coaching for managers and supervisors using the KATA approach
- Implementation of a problem-solving process (A3-report)

Procurement & Supplier Management

PROCUREMENT & SUPPLIER MANAGEMENT

How to establish an excellent way to manage your supplier base efficiently?

Effective supplier management is one of the major challenges for purchasing managers. Finding suppliers who can deliver on time in the right quantity, with the requested quality and at competitive prices, is not an easy task.

This is even harder in China due to unstable processes, lack of qualification and fluctuation in the work force – all these factors are not supportive to reach the targets.

Most problems are related to the performance of suppliers, but there are also deficits in the employees' skills working in the procurement department. In addition, supply chains often don't support the overall business strategy adequately - which does not help to gain competitive edge in the business. Therefore, systematic and efficient approaches for supplier management are a key success factor for every company.

Staufen has acquired vast expertise through various projects in Automotive, Aerospace, Machinery, Plant Construction, and many other Manufacturing Industries. We offer consulting services in Supplier Identification and Development, Material Cost Reduction as well as holistic improvement of Purchasing - to establish excellence in this important field and to manage the supply base efficiently.

The starting point always consists of a diagnosis of the current situation in procurement. A systematic quick check is the base to identify gaps in processes and performance, the need for action and the definition of the required measures.

A holistic view of the purchasing department regarding its structure, processes and qualification of the employees will be the result of this exercise. This will enable you to decide which actions you need to take.

We offer to coach and support our clients in different projects to improve the performance of the purchasing department. We also help you to effectively negotiate with your suppliers, both commercially and technically. You will get to know the methods and tools which are necessary to implement material cost reductions in a sustainable way.

In exceptional situations, such as unexpected organizational changes or the start-up of a new company, Staufen also offers interim management solutions where we actively support you in daily operations.



Procurement & Supplier Management

SUPPLIER IDENTIFICATION Find suitable and competitive suppliers

The continuous need to optimize competitiveness, quality and delivery performance of the supply base is a constant challenge for procurement. If suppliers cannot meet these targets, alternatives need to be found.

A professional approach to identify, evaluate and integrate new suppliers into the own value stream is a key success factor for each company. However the process of identifying new suppliers is often treated with a low priority. Lack of knowledge of the supply markets and missing selection standards make matters even worse.

Having many years of experience in supplier identification, Staufen has built up a large supplier database for various commodities. Our systematic approach ensures that we find the best-fit suppliers for our customers.

Benefits for your daily business:

- Develop sourcing strategies
- Extend your supply base where necessary
- Obtain methodology and skills of supplier identification
- Understand technical requirements
- Learn how to negotiate with potential suppliers
- Realize lowest prices



- Development of sourcing strategies
- Supplier search & screening
- Supplier quick scan and evaluation
- Evaluation of supplier quotations
- Clarification of technical requirements
- Price negotiation
- Supplier nomination
- Contracting
- New supplier phase-in management

SUPPLIER DEVELOPMENT Improve the performance of your supplier base

Stable and reliable suppliers which constantly improve their performance are the ideal situation which procurement is looking for. However, not every supplier already has the capabilities and know-how to improve continuously on its own. Therefore supplier development - initially applied in the Automotive Industry and for years gradually applied in other industries, is a key activity to ensure a disturbance free supply with procured parts.

The Staufen approach consists of five interlinked and individual service modules for holistic supplier development. We offer a comprehensive picture of the state-of-the-art processes, methods and tools. Senior consultants with rich experience in different industries ensure efficient transmission of knowledge.

Benefits for your daily business:

- Understand the importance of supplier development
- Use a modular approach based on the product development proces
- Apply Best Practice methods and tools
- Understand typical OEM requirements for quality and delivery reliability



- Supplier self-development
- Pre-sourcing assessment
- Proactive supplier development
- Supplier readiness management
- Reactive supplier development
- Delivery reliability

STAUFEN CONSULTING SERVICES

Procurement & Supplier Management

MATERIAL COST REDUCTION

Identify and realize cost saving potentials

The procurement volume usually represents a high share of the cost of a company. Consequently, the need to reduce prices year by year is crucial to the profitability of the business. Many companies set challenging targets for reducing the material costs every year, but these targets are frequently not met.

What are the reasons for missing these targets? What are the resistances faced during cost saving projects? Are employees

Benefits for your daily business:

Optimize your supplier and commodity strategies

- Identify saving potentials in a systematic way
- Understand the methods and tools of material cost reduction and how to apply them
- Overview of best practice approaches from different industries
- On-job training of purchasing employees

qualified enough and equipped with the necessary methods and tools? What are success factors for cost reduction activities?

Staufen's systematic approach to material cost reduction is introduced to you by our experienced purchasing experts. Typical results achieved in our projects are shown in real cases as a reference.

- Analysis of supplier and commodity strategies
- Diagnosis of saving potentials
- Implementation of cost savings in commercial levers to achieve quick win
- Optimization of your processes to achieve cost reductions
- Reengineering of the value and process chain if necessary
- Achievement of sustainable material cost reduction results
- Coaching of systematic cost savings approaches

Supplier Management

PURCHASING EXCELLENCE

Bring your purchasing organization and processes to the next level

It is widely known that a professional procurement has a huge impact on the profitability of a company. However, the performance of procurement is very often not at the required level to meet expectations. But how can you identify which are the shortcomings in your procurement? Where do you deviate from best-in-class performance? And which approaches need to be taken to correct it? Staufen has a defined and systematic approach to assess the current performance of a purchasing department. Based on the result, we identify the gap and find ways to close it. If required, we can also help you with operative daily support on your way to purchasing excellence.

Benefits for your daily business:

- Find out the strengths and weaknesses of the purchasing department
- Create data transparency as a basis for your activities
- Develop successful purchasing strategies
- Set up an optimal purchasing organization
- Implement efficient purchasing processes
- Understand your employees' qualification gaps and close them
- Monitor the performance of procurement with result-oriented KPIs



- Purchasing quick check
- Creation of data transparency
- Definition of purchasing strategies
- Optimization of purchasing organizations and processes
- Improvement of employee qualification
- Definition and implementation of purchasing KPIs

STAUFEN GROUP: RECOGNITION AND AWARDS

Satisfied customers give us good grades







STAUFEN ACADEMY SERVICES

STAUFEN ACADEMY Developing companies and people with Lean Know-how and Do-how

QUALIFICATION HANDS-ON PUBLIC TRAINING PROGRAM Only professionally trained people can make your Benefit from hands-on seminars and workshops conducted by in-Lean Transformation dustry experts and experienced trainers. Our Best Practice industry successful and sustainable. partners open their plants to welcome you and ensure practical learning. Shenyang Beijing Taicang Suzhou 9 Shanghai STAUFEN 2016 Chengdu Chongqing Guangzhou Shenzhen STAUFEN.

BENCHMARKING

Best Practice – broaden your mindset, recognize need for action and get new perspectives.

Visit highly efficient factories around the globe. We provide single company visits and up to 5 days lasting benchmarking tours. Experience how successful companies operate and work according to the Lean Management philosophy and benefit from the exchange with executives from the host companies and your peers.

Best Practice LIVE

One day visit at one of our Best Practice Partners for lecture and plant tour.



Our partners:



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IN-HOUSE PROGRAM FOR TAILOR-MADE QUALIFICATION

Enjoy the **key benefits** of in-house trainings:

- Learning on-site in your company
- Development of bigger groups instead of single persons
- Tailor-made solutions, duration of trainings and selectable dates
- Improvement of own processes in hands-on workshops
- Cost savings in terms of travelling and accommodation

We offer **customized training sessions** from 1 day management trainings or 2-3 day expert sessions, up to one week intensive workshops.



LEAN TRAININGS

Become a Lean expert in direct and indirect areas.

SUPPLIER AND PROCUREMENT TRAININGS

Reduce costs and get the necessary skills for successfully managing your suppliers.

SOFT SKILL TRAININGS

Improve presentation skills, communication skills, self-organization, ...

Best Practice VISITS

Exchange with lean experts, lectures, plant tour, audit & transfer – you choose one of our excellent industry partners, we open their doors for you.



Best Practice TOURS

Best Practice Tour CHINA:3 day tour (April & October)Best Practice Tour EUROPE:5 day tour

Tours consisting of several visits, lectures and follow up workshops in China & Europe.

Best Practice ... experience it where it is practiced

- Systematic know-how transfer by experts in Lean Management
- Developing / stabilizing Best Practiceproduction in China & Europe
- Exchanging experiences with managers of different companies
- Recognizing the need for action and instructing on their implementation



For tour dates and program, please contact us or visit our webpage for updates.

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3 or 5

Procurement & Supplier Manageme

SUPPLIER DEVELOPMENT BASICS

What you must know to improve quality and delivery performance of your suppliers

Why this training?

Supplier development is a strategic and systematic activity which targets to continuously improve the performance of your supply base. Initially applied in the automotive industry, supplier development has become more important also in other industries handling complex products and supply chains. This seminar offers interpretation of the integrated supplier development process, approach and related basic tools. In addition, this course provides references about typical OEM requirements regarding supplier quality and delivery performance. Tools and methods will be presented and a comprehensive understanding of supplier development will be developed.

Supplier Quality Engineers.

Target Group: Supplier Quality Managers,

Benefits for your daily business:

- Understand the benefits of professional supplier development
- Learn effective processes and approaches of holistic supplier development
- Obtain comprehensive knowledge of supplier development tools and methods
- Get to know typical OEM supplier quality and logistic requirement

Agenda:

Start at 09.00 am - End at 05.00 pm

- Introduction of importance of supplier development
- Modular approach based on the product development process
- > Introduction of related methods and tools
- > Case study about supplier development
- > Introduction of typical OEM requirements
- > Practical experience sharing



March 29-30 (Chongqing, CN) Sept 22-23 (Shanghai, EN) June 28-29 (Guangzhou, CN)

Fee: 4.800 RMB (Shanghai) 3.800 RMB (Chongqing, Guangzhou)

MATERIAL COST REDUCTION

Achieving sustainable material cost reduction using commercial and technical levers

Why this training?

One of the key challenges for purchasing departments is to meet the demanding material cost reduction targets. Although the adequate strategies, methods and also the necessary qualification of the purchasers should be taken for granted, reality often shows a different picture. In this course the systematic approach to material cost reduction using commercial and technical levers is introduced by qualified sourcing experts. Accentuated by relevant hands-on practical examples, this seminar provides a deep understanding of tools and methods to achieve sustainable material cost reduction results.

Benefits for your daily business:

- Identify target and potentials for material cost re duction
- Obtain new ideas from real case studies
- Apply practical approaches and effective tools can in your daily operation immediately
- Understand how to run a material cost reduction project successfully through sharing of real reference cases
- Lean about new concepts for material cost reduction

Agenda:

2 days

Start at 09.00 am - End at 05.00 pm

- Brief introduction of material cost reduction system
- > Target setting for material cost reduction
- > Implementation of material cost reduction: real case studies
- Summary of commercial levers and technical levers for material cost reduction
- Introduction of new concept for sustaining material cost reduction
- > Sharing of real reference cases

Target Group: (most applicable for participants from manufacturing industries) Purchasing Directors & Managers

from manufacturing industries) Purchasing Directors & Managers, General Managers, Plant Managers, Senior Purchasers.



March 1-2 (Suzhou, CN)

Nov 8-9 (Guangzhou, CN)

Fee: 4.800 RMB (Suzhou) 3.800 RMB (Guangzhou)

NEGOTIATION SKILLS How to get what you want from your suppliers

Why this training?

Negotiating with suppliers and internal process partners is an important part of the purchaser's daily work. But despite having specific knowledge of their commodities, some purchasing experts struggle with their negotiation skills. Being confronted with sales experts on the customer side, targets in price negotiations are often not met.

This seminar introduces effective ways to improve negotiation skills. Based on strategic aspects, we will teach you how to prepare negotiations professionally and conduct them successfully. In a case study the participants have the opportunity to gain practical negotiation experience.

Benefits for your daily business:

- Understand the necessary skills for a negotiation
- Learn how to prepare negotiations in a systematic way
- Discover success factors for negotiations
- Apply the lessons learned in your daily business
- Meet your demanding targets

Target Group: Purchasing Directors, Purchasing Managers, Senior Purchasers Supplier Quality Engineers, Supplier Quality Engineer leaders.



Aug 22 (Shenyang, CN)

Dec 7 (Shanghai, CN)

Fee: 2.500 RMB (Shanghai) 1.800 RMB (Shenyang)

Agenda:

Start at 09.00 am - End at 05.00 pm

- > First round negotiation simulation (video tapping)
- > Negotiation tactics
- > Video re-play and comments
- > Psychological comprehension
- > Second round negotiation simulation

STRATEGIC SOURCING

Maximize the value of procurement by identifying the most suitable supplier

Why this training?

Suppliers play an increasingly important role in the value chain. Manufacturing companies have already realized the importance of strategic sourcing. When you or your sourcing engineers are searching for supplier, RFQ (request for quotation), price negotiation, technical exchanges, supplier audits and other actions, have you ever considered adopting a strategic approach?

When it comes to find the right supplier many factors should be

Benefits for your daily business:

- Apply a systematic approach for developing sourcing strategy in your daily work
- Evaluate your current process by professional strategic sourcing process
- Improve efficiency by applying many practical tools
- Learn from real case studies

considered: where to look, how many suppliers to identify, who are target suppliers, what relationship to build with them and what type of contract to sign.

This seminar, based on Staufen consulting experience and practical cases, offers you effective and systematic tools and methods in order to help you maximize the value of procurement by strategically find the most suitable and reliable supplier for your business.

Target Group: (most applicable for participants from manufacturing industries) Purchasing Directors, Purchasing Managers, Senior Sourcing Experts / Engineers. 2 days April 26-27 (Jining, CN) Oct 17-18 (Suzhou, CN)

Aug 2-3 (Beijing, CN)

Fee: 4.800 RMB (Beijing, Suzhou) 3.800 RMB (Jining)

Agenda:

Start at 09.00 am - End at 05.00 pm

- > Systematic process for commodity workshop to define right sourcing strategy
- > Case study of commodity workshop
- > Preparation for supplier identification
- > RFI (request for information) and verification
- > RFQ (request for guotation) / RFP (request for proposal) and supplier visit
- > Supplier audit
- > Supplier nomination
- > Sharing of real strategic sourcing projects



This event is delivered by one of our experts coming from Germany.

SUPPLIERS IN TAKT – PURCHASING IN A LEAN COMPANY Strong performance through value stream oriented supplier management

2

Why this training?

When companies optimize processes and processing steps, it is crucial that all areas along the value stream are included in the pursuit of top performance. Purchasing makes a significant contribution towards a company's corporate success, with a view over the entire

Benefits for your daily business:

- Learn how to manage your supplier network (management system, instrument, organization and processes)
- Develop different strategies to obtain supplier integration in time according to Lean principles
- Achieve Top-performance in delivery

Agenda:

Start at 09.00 am - End at 05.00 pm

- > Why and how should one manage suppliers: market and company situation - today and tomorrow
- > What objectives does a value stream orientated supplier management follow?
- > Requirements for successful supplier management: management system, instruments, organization and processes (e.g. supplier selection, integration and development)
- > Supplier integration in time according to lean principles: differentiated strategies in the value stream oriented integration of suppliers
- > Top performance in delivery: cross-functional teamwork in the design of the value stream and the early integration of suppliers (launch & ramp-up readiness)
- > Successful implementation: designate positions, assume leadership, train employees

supply chain. One of the keystones of this is efficient and reliable supplier management, which is coordinated with the value stream by the use of suitable purchasing methods and activities. Turn your supplier management into a pillar of your ,Lean company'.

Target Group: Executives and Experts in the areas of Purchasing, Supplier Management, Quality, Development, Supply Chain or Logistics.



For information on dates and location please email: academy@staufen.cn

Fee: 6.000 RMB

STAUFEN ACADEMY SERVICES

Lean Production & Management

LEAN FUNDAMENTALS Disturbance free, flow, rhythm and pull

Why this training?

You know what Lean is but now you would like to get more information about possibilities, methods and how to successfully implement it into your company. This is the right event for you! Leaned on the Toyota-Slogan: "If the student hasn't learned the teacher

Benefits for your daily business:

- Learn about the Toyota culture
- Understand terms and methods of Lean management
- Get to know the necessary tools and methods to moderate the continuous improvement process
- Understand the opportunities and risks of different management tasks as well as leadership style

Agenda:

2 days

- Start at 09.00 am End at 05.00 pm
- > Toyota production system introduction
- > Basic training of lean principles and tools
- > Simulation game
- > Responding to questions and expectation
- > Management and leadership in learning organization
- > Discussion, questions, suggestions

hasn't taught yet!". We explain the way out of the terms, methods and procedures based on practical examples and give you guidelines on how to start.

Target Group: CIP Trainers,

Industrial Engineers, Managers with interest in Lean, R&D Managers.



March 15-16 (Shenyang, CN) | Sept 8-9 (Shenzhen, CN) April 11-12 (Shanghai, EN) |

Fee: 4.800 RMB (Shanghai) 3.800 RMB (Shenyang, Shenzhen) Lean Production & Management

LEAN INTERNAL LOGISTICS I Cost reduction and increased performance with the 'pull-principle'

Why this training?

In manufacturing companies on average 10-20% of personnel costs are used on internal material supply and provision, and about 75% of operation activities are related to material handling. To support continuous production, the necessary material must also be in a synchronized flow, and in such a way that it is permanently available in pull operation. Synchronized flow of material means

Benefits for your daily business:

- Learn the concept and system of Lean and synchronized flow of material and understand in the Kanban game the relationships of simplified production control.
- Learn how synchronized flow of material impacts your operations and improve performance in your production through the interaction of production and logistics systems: permanent delivery capability with minimum inventory.
- Learn how to reduce costs and shorten lead time by reducing inventory.

Agenda:

1 dav

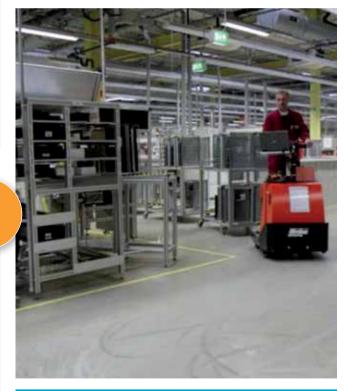
Start at 09.00 am - End at 05.00 pm

- Concept and system of Lean and synchronized flow of material
- > Importance of supply chain formation in practice system-optimized versus flow-optimized
- > When and how is the introduction of supermarkets and buffers a good idea?
- > Production and withdrawal Kanban container, card or electronic Kanban?
- > Exercise Kanban: selection and setting of control loops
- > Success factors for a lasting Kanban management

having the right material in the right quantity, at the right time, of the right quality, at the right place. Like in a supermarket, only those goods, which have actually been used, are refilled on the shelves. The aim of this seminar is to learn to shorten the lead times by sustainable reduction of all inventories and increasing inventory turnover.

Target Group: Plant Managers,

Logistics Managers, Supply Chain & Logistics supervisors, Warehouse Managers, Lean or Industrial Managers & Engineers.



Jan 12 (Chengdu, EN)

June 3 (Shanghai, CN)

Fee: 2.500 RMB (Shanghai) 1.800 RMB (Chengdu)

I FAN INTERNAL LOGISTICS II

Heijunka and Milk-Run, further methods of 'pull-principle' to support levelling production

Why this training?

Classic production planning tries to transfer the forecasted need into an exact production plan. However, unexpected changes always have a high risk of mining the on-time delivery. Heijunka, a levelled and smoothed dispatch of production, enables a regular production with a minimum amount of control effort. Levelling transforms irregular incoming orders into a steady production volume. Smoothing establishes a constant production pattern, composed of the smallest batch sizes, reducing waste by building a Pull-system in the entire value stream.

Efficient transport logistics allows the production to focus on value

Benefits for your daily business:

- Learn Pull concept in planning phase instead of classic production planning and control, to reduce lead time.
- Learn to build up a steady production pattern as the basis of levelled production needs (EPEI).
- Learn how smoothing synchronizes the different processing units of the value stream.
- Learn how Milk-Run can synchronize flow of material and eliminate waste in logistics area.
- Learn about Systematic approach to build up milk run in a company

Agenda:

Start at 09.00 am - End at 05.00 pm

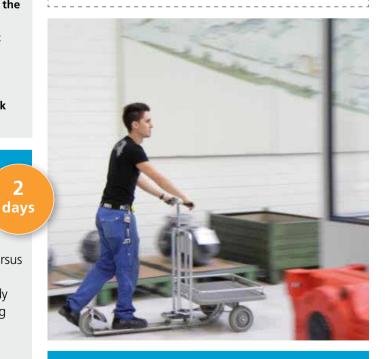
- > Awareness of difference between Heijunka versus classic production planning
- > Simulate a production factory to build up steady production pattern as well as Heijunka planning system
- > Understand how Milk-Run can support flow production
- > Step by step introduction on how to build up Milk-Run in a company

creation and reduction of lead time. Milk run facilitates a disturbance free and rhythmic production by delivering at a predefined time, along a predefined route. Through short cycle deliveries of small amount of stock, it is possible to reduce the required amount of storage space.

This seminar will introduce you to the Heijunka and Milk-Run methods to build up Pull-system in the entire value stream, from planning to delivery, to support a stable production, shorten lead times, reduction of all inventories and increasing inventory turnover.

Target Group: Plant Managers,

Logistics Managers, Supply Chain & Logistics supervisors, Warehouse Managers, Lean or Industrial Managers & Engineers.



Nov 15-16 (Shanghai, CN)

Fee: 4.800 RMB

2

& Management

LEAN ASSEMBLY

Smart and low cost optimization of your assembly systems through one-piece flow and cardboard engineering

Why this training?

By achieving a short throughput time of products as well as the elimination of work-in-progress and all kind of waste, the efficiency of every production system will be improved remarkably. In this workshop you will learn about the fundamentals of one-piece-flow and the design of highly efficient assembly systems.

Benefits for your daily business:

- Obtain ideas which can be directly implemented into practice with Learning by doing
- Balancing the line according to Takt time
- Construction of new work flows with cardboard engineering
- Learn how to simulate your solutions to top management & other colleagues to win their support

Cardboard engineering is a tool of creativity and design which is used for innovative operating processes. In our 2-day- workshop, by professional process analysis you will learn how to optimize the value added chain and implement minimizing waste of working systems.

Target Group: Managers and Engineers from

departments: Production, Logistics, Production Planning, Industrial Engineering & Lean Engineers, CIP Engineers.



March 8-9 (Taicang, CN)

Fee: 4.800 RMB

Agenda:

Start at 09.00 am - End at 05.00 pm

- > Factory Tour
- > Case study Analysis tooling introduction & practice lean enterprise
- > Assembly cell design introduction: Takt time, balancing, layout
- > Cardboard engineering Solution concept simulation

STAUFEN ACADEMY SERVICES

LEAN ADMINISTRATION Methods of Lean in indirect areas

Why this training?

Indirect areas (Purchasing, Controlling, Human Resources, Finance, Sales, IT, Customer Service, etc.) need to be optimized towards high excellence in the same way as applied in manufacturing areas. Enormous potential for improvement can be found at all functions

Benefits for your daily business:

- Analyze the current situation of indirect area or a cross-functional process and then consistently develop a future optimized process in the respective areas.
- Improve management and team performance through standardization, visualization of problems and approaches to solve these problems.
- Get your employees to think and act in a totally different perspective towards the value streams (horizontal view) and not only trying to optimize the local functions (vertical view).
- Benefit from the exchange of ideas with experienced consultants and practitioners from various companies.

Agenda:

2

Start at 09.00 am - End at 05.00 pm

- > Awareness of waste-free office and project work: achieving maximum productivity, best possible guality and minimized lead times with small space requirements
- > Practical experience in the "Lean Administration" simulation: from analyzing the current state to sustainable implementation of improvement measures
- > Professional process and functional optimization by methods like value stream mapping and task analysis
- > Methods and concepts for continuous (performance) improvement and motivation: regular communication concepts, visual management and other tools for improvement in administrative areas

and at cross-functional processes by the application of Lean principles. The goals in indirect areas are likewise similar to those in manufacturing areas, such as increasing productivity, reducing lead times, improving quality and developing high performance teams.

Target Group: Plant Managers,

Department Heads & Team Leaders from different functions, CIP Trainers.



Jan 26-27 (Beijing, CN) April 19-20 (Shanghai, EN) June 23-24 (Shenyang, EN) Dec 1-2 (Shenyang, CN)

Fee: 4.800 RMB (Beijing, Shanghai) 3.800 RMB (Shenyang)

Lean Production & Management

LEAN PRODUCT DEVELOPMENT Reduce costs at the place where they are 'designed'

Why this training?

Innovation and product development are skills that increasingly decide a company's economic success. Only those who succeed in meeting and exceeding customer requirements in terms of lead times, costs and qualitative results will secure long-term competitive advantages.

Simultaneously, huge reserves for improvement regarding effective-

Benefits for your daily business:

- Learn the key tools for analyzing / optimizing your development process and your organization.
- Become more efficient in management processes through proper project visualization and communication.
- Benefit from the exchange of ideas with experienced consultants and practitioners from various companies.
- Get recommendations for action for the description of a Lean Development system.

Agenda:

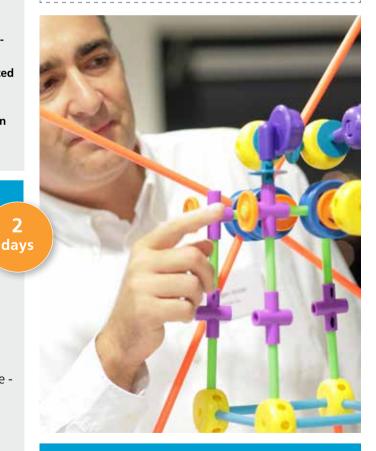
Start at 09.00 am - End at 05.00 pm

- > Basics of Lean Development and experience of Lean in R&D environments through the Lean Development simulation
- > Front loading the product creation process anticipate disturbances and avoid them
- > Value-stream oriented organizational structure segmentation of the organization and clearly defined roles and responsibilities for effective and efficient development
- Multi-project management & leadership visualization, prioritization and regular communication

ness and efficiency are hidden in the development divisions due to a lacking awareness of waste. Lean Development shows that the application of Lean criteria (disturbance free, flow, rhythm and pull) can also give rise to a significant improvement of project targets such as project lead times and budgets in development divisions.

Target Group: Plant Managers, R&D Managers,

R&D engineers, Project Managers, Lean Experts, Technology & Innovation Engineers.



May 16-17 (Shanghai, EN)

Fee: 4.800 RMB

STAUFEN ACADEMY SERVICES

Lean Production & Management

SHOP FLOOR MANAGEMENT "Go and See" instead of "Meet and Mail"

Why this training?

What makes the difference between a world-class production and a thoroughly world-class company? Optimization of process and machines is a lot but not everything. Only companies which are also able to change the management and leadership behavior are finally in the position to make this last, but most important step towards operational excellence.

Benefits for your daily business:

- Faster reaction times to deviations "5-minute management"
- Sustainable and structured problem solving
- Most efficient communication
- Optimal use of resources
- Efficient planning and control
- Clear description of optimization potential and results
- Increased transparency of target / actual status and trends
- Increased self-discipline in the teams
- Better involvement and motivation of management and employees

Agenda:

1 day

Start at 09.00 am - End at 05.00 pm

- > How do "Lean"-managers lead?
- > What are the tools and methods of Shop Floor Management?
- > Practical example for the successful implementation of Shop Floor Management
- LIVE experience Shop Floor Management Simulation of Shop Floor Management deployment in daily management routine
- > What are the success factors for the installation of Shop Floor Management systems?

Shop Floor Management brings leadership to the place where it is needed most – the Gemba. Managing cross-functional teams in order to detect deviations and solve problems are in focus. In addition, employees and managers can improve their problem solving and social skills in daily-business routine by using Shop Floor Management.

Target Group: All management levels from

Supervisor to Plant Managers, CIP Trainers.



July 12 (Shanghai, CN)

Oct 28 (Shenyang, CN)

Fee: 2.500 RMB (Shanghai) 1.800 RMB (Shenyang) Lean Production & Management



This event is delivered by one of our experts coming from Germany.

LEAN LEADERSHIP & MANAGEMENT FOR EXECUTIVES

Why this training?

Lean principles and practices have been around for about two decades and even some well-known Japanese methods, mostly originally from Toyota, have been available since a longer time. However, many companies misinterpreted lean as a set of tools and methods. Hence failed. Later on an integration of those lean tools with guiding principles made many companies to create their own "production system". Yet, many faced that achieving sustainable and consistent improved process and results was not that easy and ultimately experienced a fading out in their "journey".

Then, what is missing? What has been overlooked? The answer to these questions is the invisible part of lean, the leadership and management, the social interactions within the organization at the different levels and functions and how people are developed to gain skills and proper behavior for a sustainable continuous improvement process.

Benefits for your daily business:

- Get awareness of the role of the executives in the Lean Transformation
- Understand the core leadership principles for senior management
- Use Shop Floor Management as a way to practice and foster leadership within the organization
- Successful Lean Transformation roadmap: the way to lean enterprise

Agenda:

1 dav

Start at 09.00 am - End at 05.00 pm

- > The evolution of Lean
- > Role of the executives in the Lean Transformation
- > Overview about effective Shop Floor Management
- > Blue Sky approach to generate a common Lean vision
- > How to build up a Lean Transformation roadmap

Target Group: CEOs, COOs, General Managers,

VPs and Operations Directors, Lean Directors.



May 24 (Suzhou, EN)

Nov 25 (Beijing, CN)

Fee: 2.500 RMB

TOYOTA KATA Developing people's skills while doing continuous improvement

Why this training?

Improvement Kata and Coaching Kata are systematic approaches primarily intending to develop people's capability for improvement and leadership by the means of consistent daily practice. Kata means way of doing, pattern or routine - which through repeated practice becomes a second nature. Coaching Kata is the way to develop the leaders as internal coaches to teach the improvement

Benefits for your daily business:

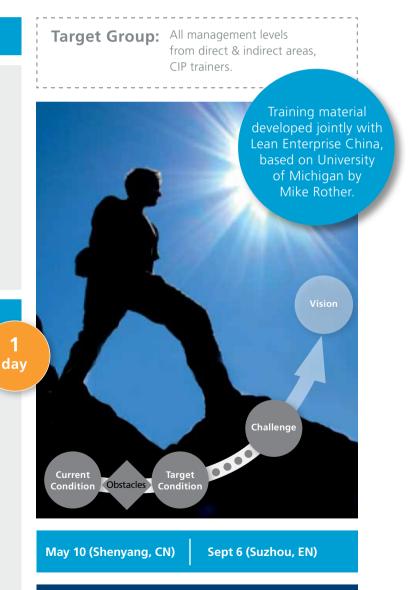
- Develop employees' skills for improvement at different organization levels
- Integrate Toyota Kata approach into daily routine of Shop Floor Management
- Get people to foster their ingenuity by fast and practical daily PDCA cycles
- Effectively learn a routine for daily coaching 5 Questions Coaching Kata
- Connect daily improvements with business objectives through strive of challenging target conditions
- Systematic approach and method for sustaining Lean improvements and achieving higher levels of performance

Agenda:

Start at 09.00 am - End at 05.00 pm

- > Introduction to Toyota Kata
- How to develop learning skills through routine practice
- Toyota Kata routines: Vision, Current Condition, Target Condition, PDCA, Coaching
- > Experiential simulation game to practice:
 - Rapid PDCA cycles
 - Coaching cycles
- > Reflection
- > How to deploy Toyota Kata in your organization

kata every day, so that the expansion of kata "method" can be generated and a new culture reached in the whole company. The daily practice of improvement kata and coaching kata is done to develop people's skills so that they solidly achieve improvements in the processes, either at the shop floor (production), indirect areas or services.



Fee: 2.500 RMB (Suzhou) 1.800 RMB (Shenyang) & Management

TOTAL PRODUCTIVE MAINTENANCE – TPM Best availability by integrated maintenance and stable processes

Why this training?

Solid processes in production are mandatory requirements if you want to maintain process reliability and assure the continuous readiness for delivery to internal and external customers.

In this context, the focus lies on high quality products and the availability of machines and equipment with a minimum risk of failure. You can enhance improvement processes by applying TPM (total productive maintenance) as a strategy and using the

Benefits for your daily business:

Practically oriented experts will teach you:

- Lean what a successful TPM introduction looks like
- Learn how maintenance procedures change from the removal of failures to preventing failures
- Learn how machine suppliers can be involved in the improvement process
- Learn how to build a successful TPM organizational structure for sustainable deployment

Agenda:

1 day

 Introduction of importance and methodology of TPM

Start at 09.00 am - End at 05.00 pm

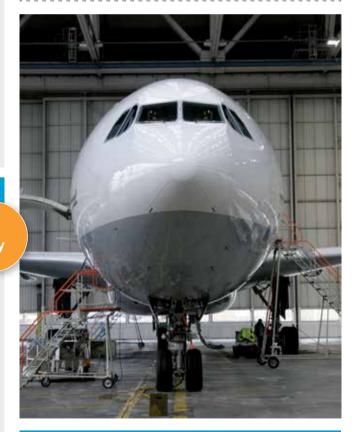
- Different types of losses and how to eliminate them
- Introduction to Overall Equipment Efficiency (OEE)
- TPM implementation approach. Focus on Autonomous & Preventive Maintenance
- > Discussion of practical examples
- > Exercise OEE
- > Question & answer session

appropriate methods. However, where does TPM begin and where does it end? Who is required to be involved in the improvement process? How can activities be linked so that they make sense?

Experienced consultants will introduce you to practical concepts during this 1-day benchmark presentation. Starting with a comprehensive value added system, TPM is described practically.

Target Group: Industrial Engineers,

Maintenance staff, Facility & Production Managers, CIP teams.



July 22 (Suzhou, CN)

Fee: 2.500 RMB

Lean Production & Management

SMART FACTORY – LEAN MEETS INDUSTRY 4.0 Reach the next level of industrialization by connecting your processes

Why this training?

Rising labor costs, volatile markets, high quality requirements, and increasing diversity of customer needs require ever-shorter lead times and a new level of production flexibility. These challenges are ever harder to tackle with traditional production methods. The solution is the Smart Factory, which combines Lean production principles, modularized products and Industry 4.0 elements. This seminar will provide participants with a clear understanding of

Benefits for your daily business:

- Understand how your factory, your product and the relations to your suppliers and customers need to change in order to achieve the goal of an Intelligent Factory
- Learn which elements are necessary for a Smart Factory and how they will give you a sustainable competitive advantage
- Learn which KPIs help you to measure how smart your factory is
- Understand which role Industry 4.0 plays in the complex context of a Smart Factory
- See practical examples that illustrate different aspects of a Smart Factory, the application of Industry 4.0, and new manufacturing technologies

Agenda:

1 day

Start at 09.00 am - End at 05.00 pm

- > What is Industry 4.0?
- The role of Lean Production and Leadership in a Smart Factory
- Work streams which are necessary to build a Smart Factory
- > Characteristics of a Smart Factory and how they can be measured with KPIs
- > New manufacturing technologies and the role of automation and assistance systems
- > What the Smart Factory means for your company and your business model

the building blocks of a Smart Factory and how they lead to a sustainable competitive advantage. Practical examples throughout the seminar will give participants clear ideas about how to transform their own production and build a Smart Factory with a high level of connectivity, collaboration, real-time information flow, as well as other new manufacturing technologies.

Target Group: CEOs, COOs, CIOs,

General Managers, Plant Managers, Production Managers.



Jan 19 (Suzhou, EN) April 22 (Shenzhen, EN) July 5 (Beijing, CN)

Fee: 2.500 RMB (Suzhou, Beijing) 1.800 RMB (Shenzhen) & Management

BEST PRACTICE LIVE AT STAUFEN BEST PRACTICE PARTNERS We open the factory doors of excellent enterprises

Why this training?

Lessons from the best companies in one's own sector are the most effective methods for setting one's own improvement process into motion or to revive it with a fresh new focus.

Experience how successful companies operate and work accordingly to the Lean Management philosophy and benefit from the exchange with executives from the hosting companies and your peers.

Benefits for your daily business:

- Get to know successful enterprise and learn from first-hand experience
- See how Benchmark factories operate
- Understand how to start with a sustainable improvement process
- Understand how and where to start your Lean journey

This year TRUMPF (Taicang) and EMAG (Jintan) will open their factory door to share their experience and Best Practices.

An experienced Staufen expert will accompany you and will guide you through the program, moderate discussions and summarize the results.

Target Group: CEOs, COOs,

General Managers, Plant Managers, Production Managers, Lean Managers.



TRUMPF, May 6 (Taicang, EN) EMAG, Aug 30 (Jintan, EN)

Fee: 1.800 RMB

Agenda:

Start at 09.00 am - End at 05.00 pm

- > Company introduction
- > Staufen presentation
- > Plant tour
- > Review workshop

LOW COST AUTOMATION Cost reduction by combining human being and technology

Why this training?

Often, companies invest money in "over-engineered" equipment, the process reliability of which cannot always be guaranteed in continuous operation. Thus, not only the productivity of the equipment is impacted but also the productivity of the employees diminishes significantly. The lack of process reliability leads to difficulties in assuring an optimal delivery service. Employees which are our most important capital are demotivated. Intelligent automation solutions combine both: employees and technology. For this reason a change of the automation strategy and a reassessment of the level of automation is necessary. The classic production concept "automate as much as possible" is to be revised as it is

This event is delivered by one of our experts coming from Germany.

Benefits for your daily business:

- Recognize the ratio of value added and waste in your current production
- Determine the part of processes which easily can be carried out manually with the help of simple solutions or which can be automated
- Find means which stabilize productivity in manual and automated processes
- Develop and evaluate appropriate solution approaches in the team in order to identify the best level of automation so that waste will be reduced in your value stream
- Optimally combine human being and technology, decrease cost and increase flexibility
- Increase reliability of your processes and customer satisfation will increase
- Learn how to integrate your employees in the impro vement process so they will work with better moti vation and more efficiently

Agenda:

Start at 09.00 am - End at 05.00 pm

- > Understanding of one-piece-flow principle
- > Process reliability as key success factor for flow
- > Autonomation: decoupling between humans and machines for higher efficiency operation
- > Examples of low cost automation

not only the proportion of labor cost that justifies an investment in equipment. By detailed time studies and by implementing smart ideas of the employees, in-house developed automation solutions can be generated which exactly meet the requirements of specific production processes. Additionally, these solutions often only cost a fractional amount of those which are available on the market. Efficient production with intelligent automation provides significant advantages in competition. The one who designs simple equipment by himself / herself increases the ability to quickly react to changed market requirements and develops production know-how, which is hard to copy.

Target Group: For executives in work preparation, production, equipment design and quality management as well as for persons responsible for Continuous Improvement Process (CIP).



For information on dates and location please email: academy@staufen.cn

Fee: 3.200 RMB

1 dav

2016 Academy Trainings:

	TRAINING PROGRAM	Days	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ост	NOV	DEC
VGEMENT	STRATEGIC SOURCING	2				26th-27th Jining CN				2nd-3rd Beijing CN		17th-18th Suzhou CN		
LEAN PRODUCTION & MANAGEMENT	MATERIAL COST REDUCTION	2			1st-2nd Suzhou CN								8th-9th Guangzhou CN	
	NEGOTIATION SKILLS	1								22nd Shenyang CN				7th Shanghai CN
	SUPPLIER DEVELOPMENT BASICS	2			29th-30th Chongqing EN			28th-29th Guangzhou CN			22nd-23rd Shanghai EN			
	LEAN FUNDAMENTALS (disturbance free, flow, rhythm and pull)	2			15th-16th Shenyang CN	11th-12th Shanghai EN					8th-9th Shenzhen CN			
	LEAN INTERNAL LOGISTICS I	1	12th Chengdu EN					3rd Shanghai CN						
	LEAN INTERNAL LOGISTICS II	2											15th-16th Shanghai CN	
	LEAN ASSEMBLY (one-piece-flow)	2			8th-9th Taicang CN									
	LEAN ADMINISTRATION	2	26th-27th Beijing CN			19th-20th Shanghai EN		23rd-24th Shenyang EN						1st- 2nd Shenyang CN
	SHOP FLOOR MANAGEMENT	1							12th Shanghai CN			28th Shenyang CN		
	LEAN LEADERSHIP AND MANAGEMENT FOR EXECUTIVES	1					24th Suzhou EN						25th Beijing EN	
	ΤΟΥΟΤΑ ΚΑΤΑ	1					10th Shenyang CN				6th Suzhou EN			
	ТРМ	1							22nd Suzhou CN					
	SMART FACTORY - LEAN MEETS INDUSTRY 4.0	1	19th Suzhou EN			22nd Shenzhen EN			5th Beijing CN					
	LEAN PRODUCT DEVELOPMENT	2					16th-17th Shanghai EN							
	STAUFEN BEST PRACTICE LIVE	1					6th EMAG (Taicang) EN			30th EMAG (Jintan) EN				

STAUFEN MANAGEMENT AWARENESS

INTRODUCTION

Dear Executives and Managers,

What are the key topics to ensure that your company will be successful in China in the long term? Which of those topics are on your agenda in 2016?

Our new format "Management Awareness" is addressing Executives and Top Management of companies in China to gather in small and informal groups and exchange information, discuss Best Practices, and network with others around selected topics that are key to success in China and that will strengthen your competitive position in the market:

Smart Factory – Lean meets Industry 4.0 High performance in indirect areas – Lean Administration Competitive organization - Management & Leadership excellence Reliable & efficient supplier network – Key to competitiveness

For each topic, we will invite speakers to share their experience, encourage dialogue and exchange on Executive level. These events will take place in Shanghai and Beijing to provide an international learning platform.

Take part in discussions about the topics that are crucial to the success of your company!

For information on dates and locations please email: academy@staufen.cn

SMART FACTORY – LEAN MEETS INDUSTRY 4.0

The Smart Factory combines Lean principles, modular products and Industry 4.0 elements. This roundtable provides participants with a clear understanding of what the building blocks are, and how they can be combined to build a factory with cutting-edge performance.

Benefits for your strategic direction:

- To understand what is hot (and good), and what is not
- To get to know how the pieces fit together
- To gain insight into latest industry trends, and how they effect your next strategic planning



Target group CEOs,COOs Presidents & Vice-Presidents

STAUFEN MANAGEMENT AWARENESS

HIGH PERFORMANCE IN INDIRECT AREAS – LEAN ADMINISTRATION

Lean Administration means to optimize indirect areas toward high excellence in the same way as applied in manufacturing areas. This roundtable provides participants with insights on how to find enormous potentials for improvement at all functions and cross functioned processes by analyzing business processes and by identifying and eliminating non value-adding activities.

Benefits for your strategic direction:

- To improve efficiency in all kinds of processes
- To reduce lead times by focusing on the right things
- To improve quality yields by reducing rework
- To increase customer satisfaction by excellent service

COMPETITIVE ORGANIZATION – MANAGEMENT & LEADERSHIP EXCELLENCE

Rising costs in China and more and more competition force all enterprises to become lean and more competitive with a highly efficient, fast and flexible organization. Crucial for the organization is a Top-Management that is able to lead and coach the employees. This roundtable will show how senior management can bring the enterprise with "Management & Leadership Excellence" to "Operational Excellence".

Benefits for your strategic direction:

- To syncronize employee's orientation by leading with vision & strategy
- To understand the role of leadership towards operational excellence
- To coach employees with a structured routine management system
- To motivate employees to maximum performance & creativity by leading with visualization and with continuous improvement process

Plant Managers Department Heads Team Leaders **CIP** Trainers

Target Group: CEOs, COOs General Managers Plant Managers Department Heads Lean Managers, Directors

RELIABLE & EFFICIENT SUPPLIER NETWORK – KEY TO COMPETITIVENESS

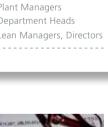
Suppliers play an increasingly important role in the value chain of companies. One of key success factor for every company is a network of suppliers which deliver stable quality at a competitive price level. This roundtable will show the current trends and challenges of sourcing, how to define the right sourcing strategy and effective ways to sustainably reduce material cost.

Benefits for your strategic direction:

- To understand the trends and challanges of sourcing in China
- To understand how to define the right sourcing strategy
- To find ways to build up a reliable and disturbance free supply chain
- To find cross functional collaboration to reduce material cost



Target Group: General Managers Purchasing Directors **Operation Directors**





Target Group:

General Managers

STAUFEN BEST PRACTICE

BEST PRACTICE TOURS IN CHINA & EUROPE

We aim at showing you practices and processes on the Way to Top-Performance!



Staufen **Best Practice Tour China (3 days)** and **Best Practice Tour Europe (5 days)** will take you to exemplary companies in China and Europe, which have successfully implemented processes and methods in Lean Management. Join us to "Go and See" how highly efficient companies operate in a highly dynamic environment.

Staufen **Best Practice Visits** provide a unique opportunity of exchange with lean experts, lectures, plant tour, audit & transfer – you choose one of our excellent industry partners, we open their doors for you.

Best Practice – experience it where it is practiced:

For detailed information email: academy@staufen.cn or call: 0086-21- 64417112

- Get to know successful enterprises and learn from first-hand experience
- See how Benchmark factories operate
- Understand how to start a sustainable improvement process
- Understand how and where to start your own Lean journey

中国汽车工业协会

感谢伯

尊敬的高斯(Thoraten Anann)先生并马海峰先生;

中国汽车工业协会代表团 15 名成员于本月 7-8 日对贵公司及贵公司安排下 的相关企业的访问取得了跟演成功,在此,我们代表中国汽车工业协会及其团组 成员向贵公司表示表心的感谢!

访问期间得到了贵公司的大力支持及帮助,通过贵公司智能化工厂的讲座, 不但使我们了解了僵固工业化 4.0 的基本概念,了解了世界制造业的未来发展方 向,同时对贵公司在此方面高水平的专业能力及独到的见解留下了深刻的印象; 尤其通过对 MARQUARDT, HOLDER 两家公司的参观,不但对精益思想在企业研发及 生产领域的应用有了深刻的了解,对贵公司在精益生产方面的指导能力也深感软 集, 团员给给表示学到了很多, 收获很大, 均对贵公司的安排表示感谢!

贵公司作为一家德国的企业不但深谙德国的先进制造理念,又掌握着世界另 一款造强国——日本的制造理念稿华——精显生产,这一独特性使我们相信你们 在中国的事业一定会成功。非常希望我们今后加强合作,在我公司的帮助下, 提 高中国企业的竞争能力,也使贵公司在中国的事业取得更好的发展。





Dear Mr. Thorsten Amann and Mr. Bruce Ma,

We want to thank you deeply on behalf of China Automotive Association and its members, for successfully arranging the BestPractice visits on October 7th and 8th for our 16 members.

During the visits, we received much support from STAUFEN.

With STAUFEN.'s intellectual factory workshop, we not only learnt what exactly is Industry 4.0 of Germany, but also realized the future development trend for worldwide manufacturing industry. We also found that STAUFEN's consultants are very professional and experienced in their related fields which gave us a very good impressions. Especially through the BestPractice visit at MARQUARDT and HOLDER, we not only learnt the importance of Lean philosophy in enterprise development and production field, but also got a good impression of STAUFEN. consultants' coaching in Lean production.

We firmly believe that STAUFEN., as a Germanbased company which holds advanced production ideas from Germany but also understands the essence of Japanese Lean production, will have prosperous business development in China. We expect to build strong business relationship with STAUFEN in the future. With STAUFEN.'s supports, we hope that many Chinese enterprises will be able to increase their Lean competencies. We wish STAUFEN. a profitable and successful business in China.

24th October, 2014

Our Best Practice Partners in China:

VOITH PAPER China Co. Ltd.

Premium equipment supplier for the paper industry

It has already been 70 years since Voith exported the first paper machines to China. Today, Voith is running two factories for paper machines in China and is well located within it's network of other facilities belonging to other divisions of the Voith Group.



Melitta Household Products

German manufacturer of coffee machines & kitchen equipment

Melitta household products, which is part of Germany's Melitta Group, has established its current facilities in the pearl river delta in Shenzhen in 2008. Household goods such as coffee machines, milk frothers and water kettles produced in the Chinese facilities are sold to customers worldwide.

KARCHER

Alfred Kärcher GmbH & Co. KG

German producer of cleaning equipment

Kärcher is a family owned company with more than 10.000 employees worldwide. Since 2004 the company is producing a wide range of cleaning equipment such as high pressure washers, steam cleaners, vaccuum cleaners or scrubbers in China.



EMAG Machinery Co., Ltd.

German manufacturing systems for precision metal components

EMAG (China) Machinery Co., Ltd. produces with 350 employees around 400 Modular-Standard-CNC-precision-vertical turning machines in Jintan. The factory is planned with 4 of the Lean production principles.



E.G.O. Blanco und Fischer & Co. GmbH

German manufacturer of home appliance components

Founded in 1931, E.G.O. is an international high-tech company and one of the leading global manufacturers of domestic appliance technology, components and products. Other industries, ranging from medical technology through building services to automotive technology, benefit from their pioneering spirit, their experience and their expertise.



Shenyang Machine Tool Group

China's biggest machine tool manufacturer

Shenyang machine tool is situated just in the industrial area of Shenyang. In addition SYMG has 10 Sales organizations, one production base in Germany and another three production facilities and 87 dealers in China.

TRUMPF

TRUMPF GmbH + Co. KG

German producer of machine tools

TRUMPF is a family owned company with more than 60 subsidiaries and 10,202 employees worldwide as of Feb. 2014. A world leader for machine tools, sheet-metal and tube processing, as well as for lasers and laser systems used in production technology.

MARQUARDT

TRUMPF GmbH + Co. KG

A leading manufacturer in the field of electro-mechanical switches and switching systems

The Marquardt group is a successful, international and independent Germany family enterprise for over 85 years. In the field of power tool switches, Marquardt Switches Shanghai is the superior supplier in the global market.

DMG MORI

DMG (Shanghai) Machine Tools Co., Ltd.

German mechanical engineering and machine tool builder company

DMG MORI is the leading manufacturer of machine tools, trading and services in 12 production plants worldwide. In 2003 with DMG Shanghai MT was opened the first production plant outside of Europe. The plant in the southwest of Shanghai has a total area of 15,000m².

For more information about the Best Practice Partners of the Staufen-Group please visit:

http://www.staufen.ag/bestpractice-network/industry

Collaboration between LEAN ENTERPRISE CHINA & STAUFEN.SHANGHAI

by Dr. Marcus Chao

Lean Enterprise China (LEC) is pleased to collaborate with Staufen Shanghai to promote Lean Thinking Management System as well as to support companies in lean transformation in China. LEC has a long standing record of learning and sharing through its established LEC library and annual Lean Summit; Staufen has decades of experience in supporting company lean transformation in Europe and China. The collaboration will enable us to enlarge our platform to provide values to the lean community in China.

Through my "Gemba Walks" in many companies including SOE, foreign investment and private enterprises across China, I realize that many of them are not only pursing operation excellence but also working on sustainability by developing employee capabilities. It is enlightening to see the changes in Chinese company's management thinking and behavior together with Staufen.Shanghai, we are looking forward to inviting you to join us in workshops, summit, and other activities to exchange knowhow and share experience.

Lean Enterprise China (LEC) is a non-profit organization aimed at promoting and educating Lean Thinking in China. It is our objective to build a Lean knowledge platform in China that provides service to the individuals and companies who are interested in learning lean concept and methods and help them to eliminate waste and create more value.



Dr. Marcus Chao

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LEC was established by Dr. Marcus Chao in 2006 in Shanghai after retirement from auto industry in USA. He served as the President of Delphi China during 1995-2001. He strongly believes that Lean Thinking can be an enabler for Chinese individuals and companies to create values for customers while minimizing insurmountable wastes. That vision drives him to search for different ways to implement lean practices in China.

www.leanchina.org

STAUFEN INDUSTRY 4.0

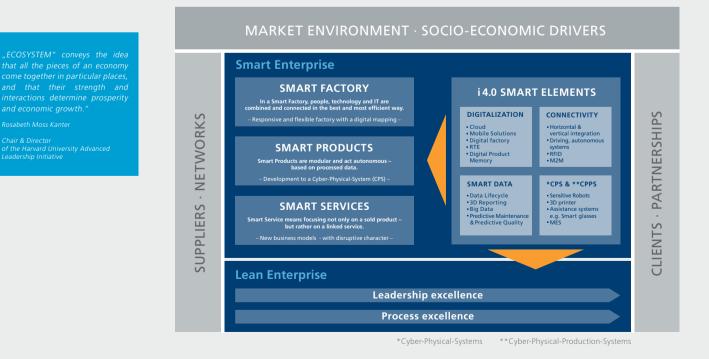
THE STAUFEN 4.0 ECOSYSTEM

The Lean Factory is one step on the way to the Smart Factory



The Staufen 4.0 Ecosystem – the next level of Industrialization

Optimize production. Increase automation. Increase flexibility & changeability.



STAUFEN SURVEY

"Industry 4.0 and Lean – Index 2015"

by STAUFEN.SHANGHAI

In the summer of 2015, Staufen carried out a transnational study surveying over 300 companies in Germany, Switzerland and China on the subject of "Industry 4.0".

One hundred of the participant companies were based in China, of which 40% were active in the machinery and engineering sector and automotive industry.

The results of our survey clearly show that companies in China are roughly in the same position where German firms were about one year ago with respect to Smart production.

Background and Scope of the Study

The aim of the 10-year program "Made in China 2025" is to bring China on an equal footing with the Western industrial nations with respect to Industry 4.0. Its ambition is for the People's Republic to become the world's leading industrial power

by the time it turns 100 in 2049. "Made in China" is therefore meant to represent innovation, quality and efficiency, something the Mercator Institute for China Studies considers a "challenge to the established industrial nations that is to be taken seriously".

Nevertheless, China is still in the early days with respect to the implementation of Industry 4.0 - 35 percent of companies have not yet concerned themselves with the subject. However, it must not be forgotten: China is becoming a breeding ground for innovation. Owing to the digitalization of the industry, companies are doing everything in their power to skip ahead a step in terms of economic development.

Even if this will not be entirely successful – production and the Internet grow together and the Internet of Things is finding its way into factories. All too soon, very few production companies will be able to get by without networked production, in which machines and parts are engaged in an ongoing exchange of information.

The smart factory is based on the foundation of efficient processes in production, development and administration. In other words: Lean Management. In this respect, China is a considerable step behind Germany. Nevertheless, firms in China are well aware of the methods they must use in order to catch up. An important aspect of this is the behavior of its managers – many of China's top managers are already re-interpreting their role and in doing so creating a suitable environment for Smart production.

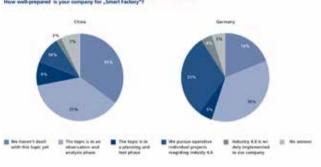
The "Industry 4.0 index" to be conducted for China for the first time also shows that companies in China are looking to seize the opportunities presented by digitalization and networking. Most important: **The subject of the smart factory is on the agenda for at least half of Chinese industrial companies, although German businesses are one step ahead of them.** The investigation has also shed light on the technological and organizational challenges faced by China in an era of digital transformation.

In short the major findings of our study:

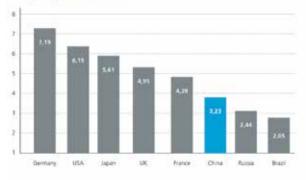
1. More and more companies becoming "Smart factories'.

Chinese companies are still at an early stage with respect to Industry 4.0: Just one in ten firms already started to make the transition towards the web-based, real-time networking of objects, machines and people by way of operative projects. Businesses are lying in wait. For 37 percent of them, the smart factory is in the observation and analysis phase and for a further nine percent, it is already in the planning and testing phase.

Industry 4.8, web-based network of objects, machines and people in real time, is summerly the top topic. Now far is your company on the way to _Smart Factory"? How well-prepared is your company for _Smart Factory"?



From your point of view, which country is most advanced in Industry 4.0? (average rating, 8 = most advanced)



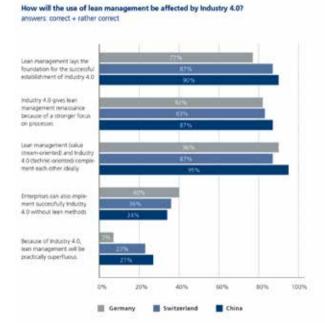
2.

Missing norms, insufficient know-how and legal uncertainties are thwarting Industry 4.0

The companies believe that there are three obstacles in particular that China must overcome if it is to become an Industry 4.0 nation: nearly two in three firms complain of missing norms and standards. In addition, nearly two in three companies criticize the insufficient know-how of founders and shareholders in China. The third biggest obstacle at 51 percent is legal insecurities relating to patent and data protection. 3.

Revolutionary development in the industry.

Chinese companies see a need to catch up in terms of their becoming smart factories. Yet over the coming five years the industry in China will face major changes. Around eight in ten companies are convinced that their business model and the composition of their workforce will change considerably as a result of Industry 4.0. Roughly the same number expect economic success to follow from smart production as well as a shift in their research and development activities. It is hardly surprising, therefore, that more than seven in ten companies anticipate a significant change in their product portfolio.



4.

Lean processes are the foundation for Industry 4.0 and both complement one another.

The results show that, according to Chinese companies, Lean Management forms the foundation for the successful implementation of Industry 4.0. The smart factory and the thus hoped-for economic success are based on the foundation of efficient processes in production, development and administration. For this reason, the study asked how far Chinese companies have come with respect to the introduction and implementation of Lean Management. Thus Chinese businesses are doing it the German way, which can be summed up as "lean first, then smart". Not the worst decision: as the Staufen study shows, Germany's lead with respect to Industry 4.0 correlates strongly with the maturity level of the Lean Management that has been established within the companies.

5.

Industry 4.0 is changing company and leadership models. Managers are required to be communicators. Shop Floor Management is catching up.

The researchers believe that the role of managers will change dramatically in a Smart factory. More than 80% of the participants expect that the managers of the future will need to be better communicators and act as coaches and mentors to their employees – with some already applying this rigorously in practice and others working towards achieving it. Furthermore, "Shop Floor Management" is catching up and start to be applied in more and more Chinese companies.

However: In one out of three cases, executives still compare their role to that of a firefighter, someone who prefers to solve all problems rapidly by himself instead of equipping their employees with the skills to do so.

Conclusion

In Germany, Switzerland and China, Lean Management is considered a prerequisite for a successful transition to the smart industrial world. The results of this study show that while many Chinese companies have set their sights on the subject of Industry 4.0. Only one in ten are on their way to becoming smart factories by way of concrete individual projects. Chinese businesses are currently a step behind their German counterparts. Nevertheless many companies in China are already re-defining the role of their executives and in doing so are creating a suitable environment for Industry 4.0.

OUR ACADEMY TRAINERS Warrantors for your training success

DAVID CAO Manager · Implementation of TPM System, **OEE** Improvement Problem Solving, Kaizen · Line Balancing Shop Floor Management · Leadership Development / Coaching

RENE GALBAVY Senior Consultant



- · Smart Factory planning
- Implementation of Industry 4.0
- Value Stream oriented process optimization Lean Administration: process excellence
- in administrative areas

SUNNY CHEN Head of Business Unit Procurement and Supplier Management

- · Material Cost Reduction
 - · Optimization of Purchasing Process &
 - Organization Strategic sourcing
 - Negotiation skills

JAN HAUG

- Head of Competence Center Lean Administration
 - Lean Administration
 - Lean Product Development
 - Project management and set-up of visual management systems
 - Value stream-oriented organization structures Front loading the product-development process (concept phase) with focus on value engineering
 - Shop Floor Management in indirect areas Quality Management Systems
 - implementation

DENZEL FANG Senior Consultant



- Process Oriented Factory Planning and Layout
- Process Optimization with Low Cost Intelligent Automation
- CIP Organization and Implementation
- Lean in Office with 7-step Way

JASON HUANG Manager



- · Lean Transformation
- · Lean Culture and Organization
- · Shop Floor Management
- · Supply Chain Management
- · Lean Material Flow
- · Lean Facility Layout Planning
- · Warehouse Management

LEO FANG Senior Consultant



- Lean Transformation for Diversified Industries (Production, Manufacturing & Back Office) Six-Sigma
- Value Stream Mapping, Pull System, Internal Logistics
- 55 & Visual Management
- Total Productive Maintenance (TPM) Cooperate Change Management
- Risk Management
- Quality System Establishment

HANK LIAO Manager



- Supplier Development & Quality Improvement
- Purchasing strategy
- Component localization and cost reduction
- · Supplier management
- · Cost reduction
- · Problem Solving Process
- · Project Management

Li ZIFENG Senior Consultant

· Lean Manufacturing

- Project Management
 Problem Solving and Kaizen
- Lean Transformation and
- Continuous Improvement Process
- Lean Methods and Tools
- (Training and Implementation) • Shop Floor Management

TIMO SCHNEEMANN Manager



YAPING LU Senior Consultant

- · Factory Planning
- · Industrial Engineering
- · Productivity Improvement
- · Inventory Management

SANDY SHEN Senior Consultant

- · Shop Floor Management
 - Process Excellence in 12 weeks (Order Processing, Production and

· Staufen Excellence Model (SEM)

· Material Flow and Layout Planning

· Total Productive Maintenance (TPM)

· Lean Transformation

· Assembly line design

· Shop Floor Management

- Logistics) Implementation of Added Value Systems
- · Logistics, Warehousing



MA WEI Consultant



- Supplier Management and performance improvement
 Product testing, certification and guality
- assurance • QMS assessment and enhancement
- (ISO9001)
- Problem solving (incl. 8D-report, A3-report) Visual Management and standard work instructions
- Development and execution of training and coaching concepts for staff and middle management level

TONY XU Consultant



- · Work Standardization
- Line Balance
- · Orderliness and Cleanliness (5S)
- Value Stream Analysis and Design
- · Kaizen · Lean Layout

MICHAEL OPPERMANN Head of Shenyang Branch



- Interim Management
- · Management Training
- Factory reorganization Factory ramp up
- Lean Production
- Shop Floor Management



BECK ZHU

- Supplier Development & Quality
 Improvement
- · APQP, People/Project Management
- Problem Solving (7 step & 8D)
- Material Cost Reduction
- Product Development PEP (Product Excellence Process)
- Casting process, GD&T