

**Your Partner** on the way to **Top-Performance**



## **STAUFEN 2014**

**For the development of companies and their employees in Asia**

- Consulting Services
- Academy Services

# **STAUFEN.**

GERMANY. SWITZERLAND. CHINA. POLAND. ITALY. BRAZIL.

**Dear Reader,**



For almost 10 years, Staufen has been a partner for manufacturing companies in China. With a strong local and international team, we are looking back to numerous successful projects all over China and Asia.

Over the last decade, both cost pressure and the need for higher productivity have permanently increased - leading to a more fierce environment for manufacturing companies in Asia. However enterprises which are consequently applying the BestPractice principles - no matter if in production or indirect functions - were able to achieve their goals in terms of cost reduction and increased flexibility.

In our consulting projects, we develop and implement solutions with the highest possible degree of interaction with the customer's team. Understanding the initial situation, solving problems from the root, and establishing practical solutions are the key to the success of our services.

Highly skilled and qualified people are crucial to ensure sustainability of improvement processes. Therefore, training has always been an essential part of our approach. We simply call this philosophy "see, learn, and act".

Because learning by doing is the best way to understand new ways to improve your daily work, Staufen set up its Live Training Center. We call it "Live" because it combines methodical approaches with hands-on practice and experience.

We would like to thank our BestPractice Partners Voith Paper, Melitta Household Products, SYMG, BME and AHK for making this Live experience possible and provide the opportunity to gather new inspiration during factory visits and fruitful discussions.

We look forward to continuously "see, learn and act" together with you in 2014!

Sincerely yours,  
David Mueller

General Manager  
STAUFE.SHANGHAI

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## LEAN MANAGEMENT, PROCUREMENT AND SUPPLIER MANAGEMENT

Staufen is an implementation oriented provider of consulting and training services with a head office in Germany and branches in China, Brazil, Switzerland, Poland and Italy. Worldwide almost 170 employees implement excellent processes directly on-site, whereof 40 consultants are based in our Chinese offices in Shanghai, Beijing and Shenyang. Focus of our consulting are lean management and procurement processes as well as general management development.

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.



### LEAN MANAGEMENT

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



### LEAN PROCUREMENT

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



### MANAGEMENT & LEADERSHIP

- Lean Leadership and Coaching Culture
- Soft Skills
- Project Management
- Change & Improvement Management

## LEAN PRODUCTION & MANAGEMENT

How can lean production enhance product quality, improve delivery and reduce costs?

The word **LEAN** means creating more value with fewer resources, hence costs. The main idea which supports the whole Lean concept is to maximize value while reducing waste. To achieve this, an internal transformation is needed.

The word **lean transformation** is used to describe a company moving from the old batch & queue set-up to a new setting called ONE-PIECE-FLOW.

Batch & queue comes from times when the layout of factories was determined by the function of the different machineries. Materials were transported in batches and queued in front of the machines, hence the name. In Lean, the factory layout is determined by the sequence of work, by the steps necessary to make the product.

Every single company doing this change in concept is amazed that suddenly they are able to boost production, increase quality and reduce time. And all of this with the same number of people, equipment and machinery, if not less.

Lean is about identifying and eliminating non-value adding activities, which are called waste. Waste of time, people, and materials generates costs which will dramatically reduce your profit.

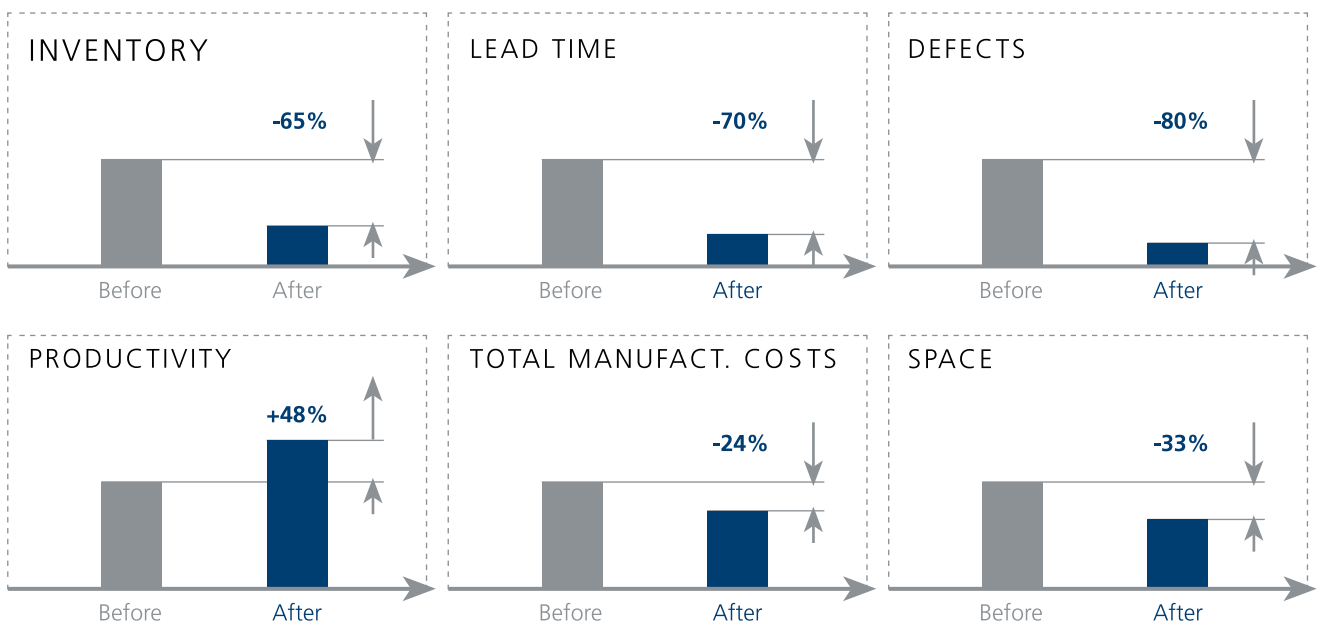
Eliminating waste along entire value streams creates processes that need less human effort, less space, less capital and less time to make products and services cheaper and more efficient, enabling companies to respond to customers' new needs and requests in a more efficient way.

Arranging work steps one after another and connecting them in a continuous flow makes it easy to spot and reduce the waste during product creation, hence improving the ratio of value-adding to non value-adding activities.

A popular misconception is that lean is suited only for manufacturing. That's not true! **Lean applies in every business and every process**, purchasing, development, logistics, administration, and many more. **Lean is a way of thinking and acting for an entire organization.**

This change in concept is what leads to the transformation. The key to understand Lean and apply it systematically is 'doing lean improvements' while developing employees behavior (lean leaders) which ultimately change people's mindset. All industries and services can and should use lean principles to run a successful and profitable business.

Typical results of a lean transformation:



## LEAN FACTORY PLANNING AND BUSINESS DEVELOPMENT

Do the right thing – at the right place

Taking the right decisions on the stage of global businesses can be a difficult challenge which is asking for reliable partners with a good know-how of the local situation, practices and habits – either in Asia or in Europe.

With about a decade of experience 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 to start up your new business or expand an existing one in Asia.

Additionally our expertise in working within different industries in Asia and Europe for almost two decades will support you during the localization as well as the development of global operations.

In factory planning protects the strong adherence to the lean principles guarantees efficiency as well as transparency for future operations. This process includes all steps within the factory planning from site-selection, production and office layout, warehouse design as well as the allocation of production equipment.

### OUR SERVICES:

- Development and implementation of a (global) production strategy
- Implementation of production systems
- Factory planning
- Site selection support
- Lean layout design
- Ramp-up support
- Going-China projects
- Global production & technology networks
- China-Europe relations



### Benefits for your daily business:

- Professional support during the core phases of business park, factory, warehouse or office planning
- Value-stream focused approach
- Structured and pragmatic project and layout design
- High integration of local resources
- Experience in local culture, geography and regulations
- Global network of production and technology experts



# 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 process as well as material logistics. 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. The strive is to cope with the entire value stream, organizing it so that flow can be created and pull system principle can be introduced.

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.



### OUR SERVICES:

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

### Benefits for your daily business:

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

## LEAN ADMINISTRATION

### Supporting the lean value stream

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

We also improve performance particularly in indirect areas and processes by focusing on the essential. The analysis of common costs shows which activities contribute significantly towards value creation. The focus is on these activities - all others need to be challenged.

The 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.

#### OUR SERVICES:

- Process optimization – stable, low-waste processes with short lead times
- Development of an office value creation system - BestPractice standards as the basis for business excellence
- Self and team management - optimizing workplace design and collaboration within the team
- Management and leadership – leadership based on real facts and figures



#### 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
- Integration and synchronization with the value streams
- Enhanced awareness for lean and better understanding of processes due to a high integration of management and office staff during the project phase



## LEAN 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 development system, all principles of lean production and management come into effect, supported by process-oriented methods, with the aim of efficient “tackling” of development projects. The major focus in this is on the avoidance of waste in the product development process.

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.



#### OUR SERVICES:

- Value analysis and value design
- Optimization of the product development process
- Visual management & systematic regular communication
- Knowledge management
- Variants & complexity management
- Design to lean manufacturing
- Standardization & modularization (platform concepts)
- Multi-project Management

#### Benefits for your daily business:

- Reduction of lead time and development costs due to a streamlined development process
- Faster reactivity and efficient team play due to the implementation of visual management & project management tools
- Reduction of direct costs due to a production oriented design approach as well as modularization & 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

## LEAN MANAGEMENT AND LEADERSHIP

### Develop processes and people

Shopfloor 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 implemented directly.

The use of shopfloor 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.

Shopfloor 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.

#### OUR SERVICES:

- 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)



#### Benefits for your daily business:

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

## 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 quality components, on time, with the desired quality, 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.

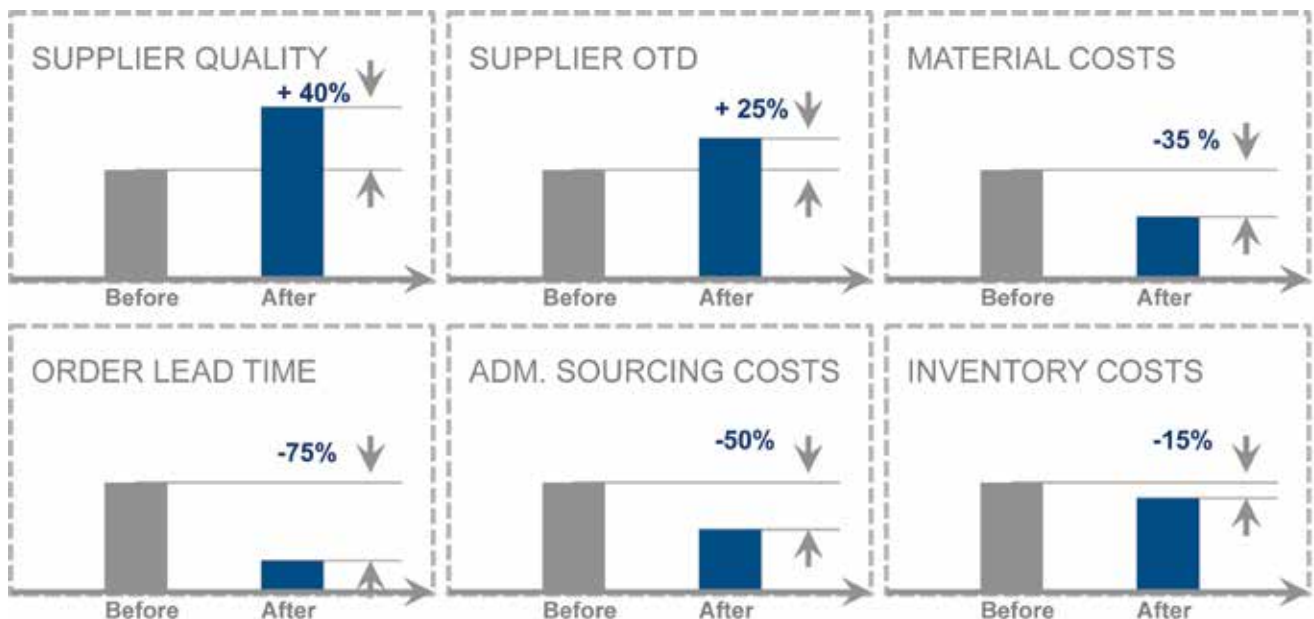
The starting point always consists of a diagnosis of the current situation in procurement. A systematic quick check is the base to identify gaps in processes and performance, the need for action and the definition of the required measures.

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.

#### Typical results:



## SUPPLIER IDENTIFICATION

### Finding 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 procurement 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.

#### OUR SERVICES:

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



#### 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

# 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.



### OUR SERVICES:

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

### Benefits for your daily business:

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



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

#### OUR SERVICES:

- Analysis of supplier and commodity strategies
- Introduction of systematic cost saving approaches
- Optimization of your processes to achieve cost reductions
- Reengineering of the value and process chain if necessary
- Achievement of sustainable material cost reduction results



#### 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
- Training of purchasing employees

## PURCHASING EXCELLENCE

Identifying relevant gaps and implement a systematic approach to close them - supported by Staufen experts

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.



### OUR SERVICES:

- 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

### 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

## STAUFEN ACADEMY

Excellent companies need excellent people



### Lean and develop your business Experience. Learning. Action.

“BestPractice” in theory, but most of all in practice – that is the central theme of our seminars, in-house-training, factory visits and professional dialogues with experts and practitioners. The essential notion behind this approach is our triad of methods: „Experiencing. Learning. Action.”

Experiencing means understanding first-hand how top companies operate by personally seeing how they run their business.

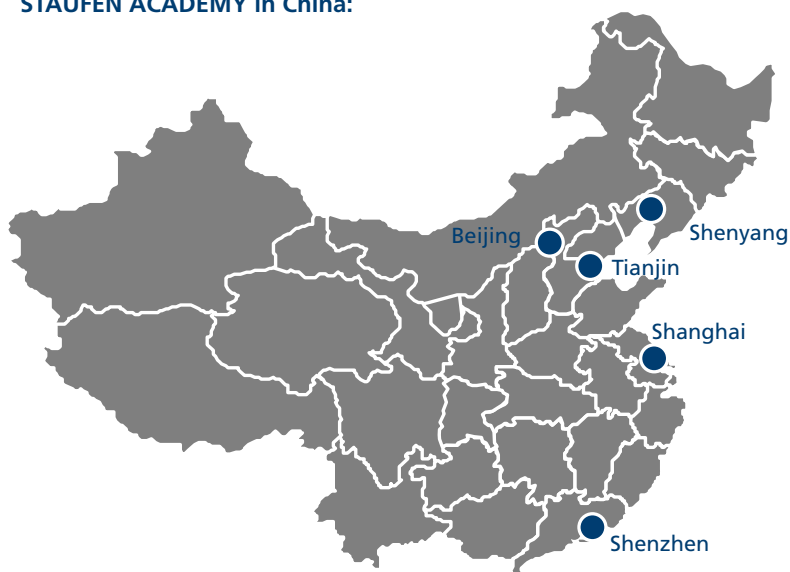
Learning how to apply this knowledge is Part 2 of our

academy philosophy. Structured topics and functions, specialist seminars enable you to gain the necessary qualification so that you can apply to your daily work the lean competences you have acquired.

This leads to Part 3 of our philosophy and thus our offer of trainings to become a Lean Expert or respectively a Lean Trainer.

Action is what you need to take! Sign up for our lectures, BestPractice tours and in-house trainings and become a BestPractitioner based on first-class lean expertise.

### STAUFEN ACADEMY in China:



### Our partners:



### Registration & Information:

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## BEST PRACTICE TOUR 2014

### Highly efficient factories by applying Lean Management in China







International production networks have become a reality in our globalised eco-nomy. The development of wage and logistics costs is only one aspect of internationalisation – the focus of this trend is on the development of new markets.

Many companies experience problems on this road. Others are very successful. Adaptation and evolution are the two key demands of corporate organisation in this context. On location in the most dynamic economic zone in the world, we will visit German and international companies who are successful both in production and in marketing. We want to find out the success factors that determine the viable long-term positioning of Western companies in China. Beside the factory tours there is a focus on exchanging with executives of the host companies and experienced lean experts.



#### BestPractice ... experience it where it is practiced

- ... Systematic know-how transfer by experts in Lean Management
- ... Developing/stabilising BestPractice production in China
- ... Exchanging experiences with managers of different companies
- ... Recognizing the need for action and instructing on their implementation

	SUN	MON	TUE	WED	THU	FRI
EXAMPLE	Individual Arrival in Shanghai	Welcome, Introduction Speech	<b>Visit 2:</b>  <b>HONDA</b>	Transfer to Shanghai	Transfer to Nantong <b>Visit 5:</b>  <b>GUOSHENG</b>	<b>Visit 6:</b>  <b>DMG</b>
	Dinner (optional)	<b>Visit 1:</b>  Transfer to Guangzhou	<b>Visit 3:</b>  Input: TOYOTA Management	<b>Visit 4:</b>  <b>melabo</b>	Transfer to Shanghai Input: Sourcing & Supplier Development in China	Conclusion, Lessons Learned Staufen Night (optional)

**PROGRAM TOUR:** Date & content will be announced end of march.  
Please contact us or visit our webpage for updates

# SEMINAR PACKAGES

## Take advantage of a holistic training package

Wich packages are available?



### PACKAGE A – LEAN MANAGEMENT BASICS:

The lean management basic package is a combination of the most relevant basics in order to understand the world of lean production and how to start its implementation. Within six days the participants get a fundamental understanding of lean assembly, logistics and administration.

- Lean Basics
- Lean Logistics
- Lean Administration
- Shopfloor Management



### PACKAGE B – PROCUREMENT BASICS:

In the procurement basics package the topics supplier development, material cost reduction as well as practical purchasing and negotiation skills are covered. This package includes 4 trainings for a total of 7 days.

- Supplier Development Basics
- Material Cost Reduction
- Negotiation Skills
- Practical Purchasing

#### YOUR BENEFIT:

- Get a holistic training of 6/7 days for one person within 1 year
- Get certified
- Save 25% compared to the normal seminar rate

## LEAN EXPERT PROGRAM

### Develop Soft Skills & Practical Lean Experience

#### Why this training program?

Highly trained Lean Experts are the prerequisite for making the most of your improvement potentials over the long term. The better they are qualified, the more effective they will be for your organization.

Our training programs will help you form highly skilled lean experts who will be able to implement lean practices at your own companies to boost production and profit.

#### STEP I : Lean Basics & Improvement of moderation & presentation skills

Future lean experts learn about the basics of lean management together with presentation and moderation skills.

#### STEP II : Lean Assembly/Manufacturing/Administration know-how and practical implementation skills

The future lean experts enhance their knowledge about lean tools & techniques in practical training sessions

#### STEP III : Improvement of trainer and organizational competencies

Focus of this training is the improvement of the skills needed to teach others as well as manage workshops & projects.

These trainings can be organized in-house or at our office. Please contact us for more information.





# DEVELOPMENT PROGRAM FOR HIGH POTENTIALS AND MANAGERS



We have created a modular training program for executives and high potentials. We advise – you decide! For example which and how many modules you want to train, over which period, what target group you want to develop. Also we can provide 1-day coaching sessions between the different modules to attain sustainability.

Currently various modules within the following **focus areas are available:**

- . Self-organization & Structured Thinking
- . Project Management
- . Leadership
- . Motivation & Moderation
- . Business Communication
- . Problem Solving & Decision Making
- . Managing oneself & others
- . Change & Improvement
- . Cross Cultural Management

## 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 PRODUCTION & QUALITY TOOLS AND METHODS:

- . Value Stream Mapping
- . Just-in-time production
- . SMED
- . Cardboard Engineering
- . Zero defect management
- . Pull system through Kanban Supermarket
- . Lean Administration
- . Lean Management
- . Material Cost Reduction
- . Lean Procurement



### Voice of a customer:

“As for many other companies in China, people development and a high retention level have strategic relevance for Marquardt. Therefore we decided to launch a comprehensive development program to qualify our key personnel, to sharpen overall managerial competence and to increase loyalty. With Staufen we have found an external service provider with an implementation oriented training approach and with proven experience in this field. The program was launched in 2010 selecting one group of managers and 2 groups of high-potentials. The program is offered with monthly sessions alternating between 2 days training per customized module and 1 day coaching for the different modules in order to facilitate learning and to achieve sustainability. We view Staufen as a preferred choice for in-house trainings, especially for their tailor-made qualification program with a hands-on coaching approach.”

Dr. Peter Schaumann, General Manager, Marquardt Switches Co. Ltd. (Shanghai)

## LEAN BASICS

What you ever wanted to know about lean and how to get started

### Why that event?

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 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.

#### Benefit for your daily business:

- Learn about the Toyota culture
- Orientation and reliability in terms and methods of lean management
- Relevance, factors of success and procedures of CIP, lean projects and lean workshops
- Opportunities and risks on different management tasks as well as leadership style

### Target Group

CIP Trainers,  
Industrial Engineers,  
Managers with interest in lean

Hosts:

**STAUFEN.**

*Melitta*

**SYMG**

**VOITH**



For dates and price, check the registration form.

### Agenda:

**Start at 09.00 am - End at 05.00 pm (2 days)**

- > 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

# TOTAL PRODUCTIVE MAINTENANCE

## Best availability by integrated maintenance and stable processes

### Why that event?

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 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 present you with practical concepts during this 1-day benchmark presentation. Starting with a comprehensive value added system, TPM is described practically.

#### Benefit for your daily business:

Practically oriented experts will teach you ...

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



### Target Group

Industrial Engineers,  
Maintenance staff,  
Facility & Production Managers,  
CIP teams

Host:

**STAUFEN.**

### Agenda:

**Start at 09.00 am - End at 05.00 pm (1 day)**

- > Introduction of importance and methodology of TPM
- > 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

For dates and price, check the registration form.

## ASSEMBLY CELL DESIGN

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

### Why that event?

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.

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

#### Benefit for your daily business:

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

### Target Group

Managers and Engineers from departments:  
Production,  
Production Planning,  
Industrial Engineering &  
Lean Engineers,  
CIP Engineers

Hosts:

**STAUFEN.**



For dates and price, check the registration form.

### Agenda:

**Start at 09.00 am - End at 05.00 pm (2 days)**

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



# INTERNAL LEAN LOGISTICS

Cost reduction and increased performance with the 'pull-principle'

## Why that event?

In manufacturing companies on average 10-20% of personnel costs are used on internal material supply and provision. Material provision, however, does not add value and affects competitiveness considerably. This is admittedly not new, however it has not yet prompted the application of optimal methods and tools in many companies. To support continuous production, the necessary material must also be in a constant flow, and in such a way that it is permanently available in pull operation. Like in a supermarket, only those goods, which have actually been used are refilled on the shelves. Flow of material without buffer means having the right material, in the right quantity, at the right time, of the right quality, at the right place. The aim of this seminar is excellence in shortening the lead times by increasing inventory turnover and sustainable reduction of all stocks.

### Benefit for your daily business:

- You will be comprehensively familiarized with the concept and system of lean and synchronous material logistics and understand in the Kanban game the relationships of simplified production control.
- Learn how to reduce costs and improve performance in your production through the interaction of production and logistics systems: permanent delivery capability with minimum stock.
- Ensure, with help from Kanban, continuous production without material buffer but with best quality.



## Target Group

Plant & Logistics Managers,  
Supply Chain & Logistics Planners,  
Warehouse Managers,  
CIP & Industrial Engineers

Host:

**STAUFEN.**

## Agenda:

Start at 09.00 am - End at 05.00 pm (1 day)

- > Concept and system of lean and synchronous material logistics
- > 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 transport Kanban – container, card or electronic Kanban?
- > Exercise Kanban: selection and setting of control loops
- > Success factors for a lasting Kanban management

For dates and price, check the registration form.



# LEAN ADMINISTRATION

## Lean processes in indirect areas

### Why that event?

Indirect areas (purchasing, controlling, human resources, finance, sales, IT, customer service, etc) need to be optimized toward high excellence in the same way as applied in manufacturing areas. Enormous potential of improvement can also be found at all support functions and cross-functioned processes, just like in the manufacturing areas. The goals in indirect areas are likewise similar, such as increasing productivity, reduce lead time, improve quality and develop high performance teams.

#### Benefit for your daily business:

- You will learn how to analyze the current situation of an indirect area and then consistently develop a future optimized process in the concerned area (sales / marketing, development / construction, purchasing / materials management, etc.)
- You will improve management and teams performance through visualization of the problems, how to solve them, visual management and other lean techniques that support consistently the indirect area processes.
- You will get your people to think and act in a totally different perspective toward the value streams (horizontal view) and not only trying to optimize the local functions (vertical view).

### Target Group

Plant Managers,  
Department Heads &  
Team Leaders from different  
functions,  
CIP Trainers

Host:

**STAUFEN.**



### Agenda:

**Start at 09.00 am - End at 05.00 pm (2 days)**

- > Awareness of waste-free office and project work: How do you achieve maximum productivity, best possible quality, avoidance of faults, minimize lead times with small space requirements
- > Methods and concepts for continuous performance improvement and motivation: visual management and tools for improvement in administrative processes
- > Professional process analysis, value stream analysis & design and function optimization (definition and visualization)
- > Step by step systematic approach in the „BestOffice business game“: From analysis up to sustainable implementation (e.g. workplace optimization / redesign (5S) and activity analysis / optimization)
- > Directly implementable suggestions on the workplace level, process level and functional level in practice

For dates and price, check the  
registration form.

# LEAN DEVELOPMENT

Reduce costs at the place where they are  
'designed'

## Why that event?

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 the form of lead times, budgeting and qualitative results will secure long-term competitive advantages. Simultaneously, huge reserves for improvement regarding effectiveness and efficiency are hidden in the development divisions due to a lacking awareness of waste. Lean development shows that the application of lean criteria (absence of faults, flow, rhythm and pull) can also give rise to a significant improvement of project targets such as project turnaround times and budgets in development divisions.

### Benefit for your daily business:

- You will learn the key tools for analyzing / optimizing your organization.
- You become more efficient in management processes through proper project visualization and communication.
- You benefit from the exchange of ideas with experienced consultants and practitioners from various companies.
- You will be provided with recommendations for action for the independent description of a lean development system.



## Target Group

Plant Managers,  
R&D Managers,  
R&D engineers,  
Technology & innovation  
engineers

Host:

**STAUFEN.**

## Agenda:

**Start at 09.00 am - End at 05.00 pm (2 days)**

- > Principles of lean development: Lean history and the basics of a lean company / simulation and areas for action regarding lean development
- > „Process“ method skills: Product creation process – front loading projects: Avoid disturbances early / transparent control via innovation and development road maps
- > „Project roles“ method skills: Organizational structure in a lean development / duties, authorities, responsibilities of those involved in the development / management skills „project management“ / gemba management: Project visualization, normal communication, project prioritization

For dates and price, check the registration form.

# PRACTICAL PROBLEM SOLVING

How to solve problems in a structured and sustainable way

## Why that event?

(Practical) Problem solving (PPS) is the “power” behind continuous improvement, which is the backbone of Lean. There is a lot of discussion about how to introduce Lean and especially a CI (continuous improvement) Culture.

It contains mainly identifying and solving business's problems (and searching its improvement opportunities) at a higher level and to a deeper degree (search for root causes).

Another aspect is: most companies believe they are capable of problem solving, but actually often inaccurate. Many just do action lists and firefighting and are lacking of a systematical and sustainable approach. Therefore, a real wide based ability in Practical Problem solving is the unique and most effective tool in order to become a learning organization.

### Benefit for your daily business:

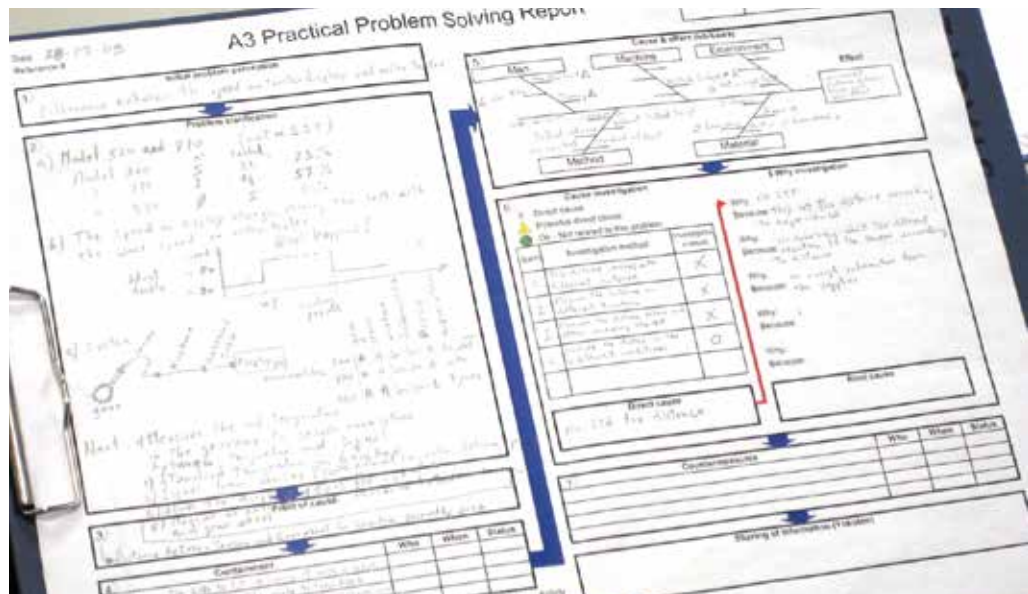
- Learn the „original“ Toyota A3 PPS approach and how it differs from traditional methods
- Step by step detailed understanding of each level, supported by practical examples and hints
- A clear understanding of how PPS is transferred from the day-to-day deviation between KPI targets and actual performance
- How to create an crew of problem solvers by shopfloor Management and Continuous Improvement Culture

### Target Group

All management levels  
from direct & indirect areas,  
CIP trainers

Host:

**STAUFEN.**



For dates and price, check the  
registration form.

### Agenda:

**Start at 09.00 am - End at 05.00 pm (2 days)**

- > Introduction of importance of problem solving
- > Problem solving tools and their application
- > Closed loop problem solving methods
- > Detailed explanation of Toyota's A3 problem solving
- > Problem solving exercises – learning by doing

# SHOPFLOOR MANAGEMENT

“Go and See” instead of “Meet and Mail”



## Why that event?

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. Shopfloor 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 Shopfloor Management.

### Benefit for your daily business:

- Faster reaction times to deviations – “5-minutes 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



## Target Group

All management levels from supervisor to plant managers, CIP trainers

Hosts:

**STAUFEN.**

**SYMG**

## Agenda:

**Start at 09.00 am - End at 05.00 pm (1 day)**

- > How do “lean”-managers lead?
- > What are the tools and methods of Shopfloor Management?
- > Practical example for the successful implementation of Shopfloor Management
- > LIVE - experience Shopfloor Management – Simulation of Shopfloor Management deployment in daily management routine
- > What are the success factors for the installation of Shopfloor Management systems?

For dates and price, check the registration form.



## TOYOTA KATA

### Developing people' skills while doing continuous improvement

#### Why that event?

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

#### Benefit for your daily business:

- Develop employees skills for improvement at different organization levels
- Integrate Toyota Kata approach into daily routine of Shopfloor 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

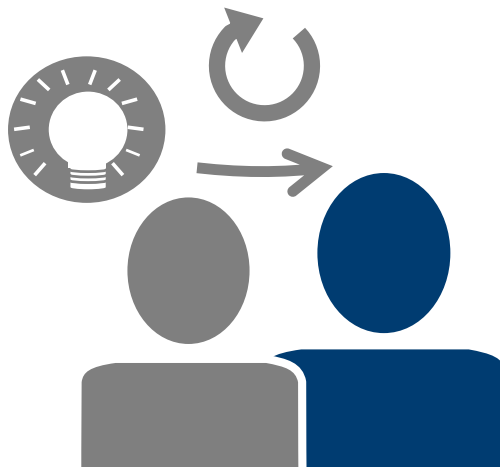
#### Target Group

All management levels  
from direct & indirect areas,  
CIP trainers

Host:

**STAUFEN.**

Training material developed  
jointly with Lean Enterprise  
China, based on University of  
Michigan by Mike Rother



#### Agenda:

**Start at 09.00 am - End at 05.00 pm (1 day)**

- > 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

For dates and price, check the  
registration form.



# BEST PRACTICE LIVE

## at Melitta Household Products, Shenzhen

### Why that event?

Household and other electronic products industries are highly dependant on material prices and workforce efficiency. The consequent adherence to lean principles as well as a good understanding of the industry & competitive environment in China & Southeast Asia are key factors for success.

This visit will help the participants to learn from a successful company and create their own vision about possible and necessary improvements. See lean methods & tools in action and discussing with other experts the trends of manufacturing in the future will help you get a view on how you can improve your own company.

#### Benefit for your daily business:

- Get to know successful customer-oriented production strategies
- See good examples from high volume serial production
- See the principles that benchmark factories are working with
- Understand how & where to start your own lean journey



### Target Group

CEO, COO,  
General Managers,  
Plant Managers,  
Production Managers,  
Lean Managers

Hosts:

**STAUFEN.**



### Agenda:

**Start at 09.00 am - End at 05.00 pm (1 day)**

- > Introduction to Melitta Shenzhen
- > Detailed factory tour – Excellence live
- > CIP in serial production
- > Standardization as a basis for lean
- > Review workshop

For dates and price, check the registration form.

# BEST PRACTICE LIVE at Voith Paper Manufacturing Excellence in China

## Why that event?

Operations are constantly challenged by cost reductions, higher flexibility and better service level. This visit will help top management learn from a successful company how to create their own vision of future improvement within their own factory.

This benchmarking event gives you the opportunity to discuss the challenges you have with our experts and other participants.

### Benefit for your daily business:

- Get to know successful customer-oriented production strategies
- Experience challenges for low-volume & high-complexity businesses
- See how Benchmark factories operate
- Understand how to start with a sustainable improvement process

## Target Group

CEO, COO,  
General Managers,  
Plant Managers,  
Production Managers,  
Lean Managers

Hosts:

**STAUFEN.**  
**VOITH**



For dates and price, check the registration form.

## Agenda:

**Start at 09.00 am - End at 05.00 pm (1 day)**

- > Introduction Voith Paper
- > CIP process: Voith Operational Excellence
- > Factory Tour - BestPractice Live on-site
- > Structured Problem Solving – The power behind CIP
- > Review workshop

# STRATEGIC PURCHASING

Bringing your purchasing organization to the next level

## Why that event?

Purchasing organizations with a high maturity level are characterized by a clear emphasis on strategic tasks. However it is crucial to clearly define the tasks of this function and ensure the qualification of your employees on the required level.

This seminar offers a clear picture to improve a purchasing organization by introducing strategic functions. You will learn about the roles, responsibilities and the targets of strategic purchasing. Development and application of supplier strategies for different commodities will be presented. Based not only on theory but also on the wide experience of our consultants, you will gain a comprehensive insight to strategic purchasing.

### Benefit for your daily business:

- Understand benefits and challenges of strategic purchasing
- Learn methods and tools for cost management
- Discover the benefit of systematically applying sourcing strategies
- Understand the supplier management processes
- Get to know success factors to improve your purchasing organization



## Target Group

General Managers,  
Managing Directors,  
Purchasing Managers,  
Purchasing Directors

Host:

**STAUFEN.**

## Agenda:

**Start at 09.00 am - End at 05.00 pm (1 day)**

- > Introduction of importance and benefits of strategic sourcing
- > 7 success factors for strategic sourcing
- > Target costing and total cost of ownership (TCO)
- > Methods and tools for effective supplier management
- > BestPractice sharing about strategic sourcing

For dates and price, check the registration form.

## SUPPLIER DEVELOPMENT BASICS

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

### Why that event?

Supplier development is a strategic and systematic activity which targets to constantly 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 a comprehensive overview about the integrated supplier development process, approach and related 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 deep understanding of supplier development will be developed.

#### Benefit 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 requirements

### Target Group

Supplier Quality Managers,  
Supplier Quality Engineers

Host:

**STAUFEN.**



### Agenda:

**Start at 09.00 am - End at 05.00 pm (2 days)**

- > Introduction of importance of supplier development
- > Modular approach based on the product development process
- > Introduction of related methods and tools
- > Team work to deepen the understanding of value engineering
- > BestPractice sharing about supplier development
- > Introduction of typical OEM requirements

For dates and price, check the registration form.

# MATERIAL COST REDUCTION

## Achieving sustainable material cost reduction using commercial and technical levers

### Why that event?

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 or 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.

#### Benefit for your daily business:

- Identify cost saving potential in a structured and systematic way
- Understand how to run a material cost reduction project successfully
- Comprehend and effectively utilize cost reduction methods
- Get to know effective approaches and how to develop supplies to reduce cost
- Reduce material costs sustainably and in the long term



### Target Group

Purchasing Managers,  
Purchasing Directors,  
Senior Purchasers

Host:

**STAUFEN.**

### Agenda:

**Start at 09.00 am - End at 05.00 pm (2 days)**

- > Introduction: The importance for material cost reduction
- > Case analysis to find out approaches for cost savings
- > Enhancement of negotiation skills and practices
- > Team work to deepen the understanding of value engineering
- > BestPractice sharing about supplier development
- > The process of material cost reduction

For dates and price, check the registration form.



## NEGOTIATION SKILLS

How to get what you want from your suppliers

### Why that event?

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.

#### Benefit 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 Managers,  
Senior Purchasers,  
Supplier Quality Engineers,  
Supplier Quality Engineers leader

Host:

**STAUFEN.**



### Agenda:

**Start at 09.00 am - End at 05.00 pm (2 days)**

- > Introduction of the technical knowledge
- > Rhetoric and persuasive Power
- > Logical preparation of negotiations
- > Psychological comprehension
- > The landscape of negotiations
- > Strategic aspects of purchasing negotiations

For dates and price, check the registration form.

# PRACTICAL PURCHASING SKILLS

## How to become a purchasing expert



### Why that event?

Many procurement organizations have not yet reached the required maturity level to achieve their demanding targets. To improve this situation, the practical purchasing capabilities of the employees have to be constantly further developed. This includes both soft and hard skills, which in combination are the key to success for every purchasing organization.

This comprehensive seminar offers an overview of useful methods and tools that help to improve the processes and performance in procurement. Next to theoretical class room training, the sharing of real case examples supports the understanding and the application of the acquired know-how.

#### Benefit for your daily business:

- Learn and understand how to optimize processes in procurement
- Understand how to define purchasing strategies
- Obtain and learn tools and methods about supplier identification
- Get to know methods for material cost analysis and inventory control
- Learn how to improve your negotiation skills



### Target Group

Purchasing Managers,  
Purchasing Directors,  
Senior Purchasers

Host:

**STAUFEN.**

### Agenda:

**Start at 09.00 am - End at 05.00 pm (2 days)**

- > Purchasing organization and process
- > Purchasing strategies
- > Supplier identification
- > Material cost analysis and approaches of cost reduction
- > Inventory control
- > Contract management
- > Negotiation skills

For dates and price, check the registration form.



## Collaboration between **LEAN ENTERPRISE CHINA & STAUFEN.SHANGHAI**

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 pursuing 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 know-how 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.

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](http://www.leanchina.org)

## OUR BEST PRACTICE PARTNERS

The combination of methodical foundation and hands-on practice on the shopfloor of our partners generate the unique Live Training experience for our guests.

### **VOITH** VOITH PAPER China Co. Ltd. Premium equipment supplier for the paper industry

It's already been 70 years since Voith exported the first paper machines to China. Since those days a lot has changed – Today, Voith is running two factories for paper machines in China and is well located within its network of other facilities belonging to other divisions of the Voith Group. In the 70.000 sqm. facilities which are situated in Kunshan, just outside Shanghai, currently several workshops as well as offices and a technology center for the whole Voith Paper China branch are located. About 1000 employees are focusing on the production of paper machine parts such as rolls which can reach lengths up to 15 meters relying on a highly efficient, "big-part" machine & equipment parts. Additionally, the location became the headquarter for Voith Paper's operations all over Asia.

### **SYMG** Shenyang Machine Tool Group China's biggest machine tool manufacturer

Shenyang machine tool is situated just in the industrial area of Shenyang. As a global manufacturing player, SYMG's footprint covers five continents, with 10 Sales organization and one production base in Germany. In addition SYMG has another three production facilities and 87 dealers in China. This fully state-owned company is focusing on turning, milling, drilling, boring technology with 6 main product series for the domestic but also global market. Currently about 13,500 employees are working in the facilities which are covering the full range from mechanical workshop, assembly processes and testing until finally making its way to the showrooms & customers. Nearly one third customers of SYMG are from the automotive industry. In 2011, SYMG achieved the top position in terms of sales volume within the machine tool industry all over the world.

### **Melitta** 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 machine, milk froths and water kettles are produced in the Chinese facilities are sold to customers world wide. Besides that, the Melitta group is also famous for coffee and filter papers mainly distributed via Germany, the US & Shenzhen. The wholly foreign owned company has about 500 employees who are manufacturing their products with a high level of customer orientation. The company is closely interlinked with its local suppliers and also benefits from the strategic location close to Southeast-Asia as well as a short connection to one of Asia's biggest harbors in Shenzhen.

### **BME** German Association Materials Management, Purchasing and Logistics The leading European buyer association

The BME (German Association Materials Management, Purchasing and Logistics), founded in 1954 with its headquarters in Frankfurt, Germany, is the leading and the largest purchasing association in Europe. The Association now has 8.000 members. The latest official member survey shows: BME company members represent about 5,94 Mio employees in Germany and a purchasing volume of 1.250 trillion Euro. BME China commits itself to actively support the procurement and logistics activities of BME company members in the Asian markets by providing sourcing consulting services, supplier-buyer matchmakings and purchasing trainings, generating BME „GermanQualitySourcing“ database, and organizing BME China Sourcing Conference following with Shanghai International Sourcing Fair. In 2012, the strongly reinforced BME China Sourcing Community will as ever get together on a regular base to exchange the latest news and discuss the hit topics in the industry.



### Delegation of German Industry and Commerce - Shanghai

As a member of German Chamber Network AHK SH offers their experience, connections and services to German and foreign companies through following three organizations:

1. Delegation of German Industry and Commerce represents German business interests in China and informs about Germany as business location.
2. German Chamber of Commerce in China – Shanghai is a member organization for companies actively involved in the bilateral business relations.
3. German Industry & Commerce Greater China provides services under the brand "DEinternational" to companies both from Germany and their host countries in order to support them in their efforts to explore their potential and business opportunities in the region. The services of the DEinternational team in Beijing, Shanghai, Guangzhou, Hong Kong and Taipei – with over 250 employees focus on business consultation, business partners search, mediation of trade disputes as well as vocational & management training.

AHK SH has the experience and network to help German companies in acquisition of qualified local staff. Moreover, they specialize in event organization such as seminars, symposiums, round tables and press conferences on a regular basis, to facilitate communication and exchange of useful information among our business communities for the benefit of the economic relations of Germany and our host country. The SH office can also help the business partner and Chinese Citizens in SH, Jiangsu, Zhejiang area with all application procedures in applying for a business visa to China and Germany. AHK SH represents an important component in the establishment of German companies in Greater China. The GIC Publishing House has published in cooperation with DEinternational various publications on the economic environment in China based on the expertise of AHK SH and other experts.

# CONTINUOUS IMPROVEMENTS MEANS STRIVING FOR CHALLENGES



by Mr. Dario Spinola, Staufen Shanghai, China

Ideally a portion of everyone's workday would involve striving for something meaningful that we can call a „challenge.“ In business organizations a challenge is typically related to better serving customers. A challenge flexes our minds because it brings us to the current limit of our thinking and forces us to learn and adapt. However, it's not enough to set a challenge. People also need an effective way of working toward those challenges!

The Improvement Kata is a systematic, scientific routine for moving from the current situation to a target situation (condition) in a creative, structured and meaningful way. With the Improvement Kata, people in an organization practice and learn the skills for achieving new things that they don't know up front how they are going to achieve.

The Improvement Kata pattern begins with a sense of direction, or challenge. That's extremely important because it is difficult for people to stay engaged with improvement efforts that don't have an inspiring, overarching purpose.

A challenge is a theme that connects the organization strategy with process-level execution. The task for leaders is to establish specific challenges or themes that guide and inform application of the Improvement Kata pattern, to strengthen the organization's existing product or service capabilities, or develop new capabilities as necessary to meet customer needs. A challenge is a non-negotiable goal and an inspiring description of a new level of performance that will distinguish your organization from competitors.

One point to note here is that „efficiency“ and „cost cutting“ are not a strategic direction. Just pursuing low cost is unlikely to be a source of sustained competitive advantage and growth. This can lead a company into a commodity trap where, in order to compete, you end up pursuing ever-lower-cost inputs and jeopardize quality.

Rather than managing the operational side of the business simply to be efficient, with the Improvement Kata approach managers guide activities that support a strategic purpose that grows and differentiates the business (which can include efficiency, of course). Defining a vision or strategic purpose is about building unique value; i.e., distinctive differences that are valuable to customers. This provides qualitative directional guidance for improvement efforts in the organization.

A challenge guides every days work and without it:

- An organization is likely unaligned. Improvement efforts and proposals get ROI-evaluated independently, instead of as part of reaching for something. We tend to use short-term cost/benefit analysis to choose what steps to take, which dangerously keeps us inside our current knowledge threshold.
- We tend to jump from one direction to another in trying to avoid obstacles, rather than struggling through the obstacles to achieve the innovations and important competencies of tomorrow.
- Improvement becomes reacting to problems („troubleshooting“ to maintain the status quo) rather than reaching for a new level of performance.

Specific challenges should not be easy but rather achievable, stretch goals, and in a timeframe that typically goes from 6 months to 2 years, so that with the Improvement Kata teams in the organization can iterate toward successive target conditions to achieve those goals. It's a business „must“ that the organization doesn't yet achieve with the current system or process, which often gets defined by persons with value-stream responsibility. A challenge is often articulated by a punchy „challenge statement“ plus a future-state value stream map that illustrates where we are trying to go.

Future-state value stream mapping is a useful tool for the first step of Improvement Kata, because the value stream future-state describes in a graphic format, even universal „lean language“, how you want a value stream to be functioning in 1-3 years. The future-state value stream map provides a challenge and coordination for establishing target conditions at the individual process-level inside a value stream. In the sense of Strategic Planning & Execution, value stream mapping is applied at the value stream level in order to grasp the current value stream condition and then design the future-state condition that serves as a challenge for the loops and processes along that value stream. Then the Improvement Kata and Coaching Kata get applied at the process-level in order to iteratively achieve successive target conditions toward that future-state value stream goal.

## Sources / References:

-Online Improvement Kata Handbook, Part II, Direction, available on the Toyota Kata Website (<http://www-personal.umich.edu/~mrother/Homepage.html>)

-Toyota Kata by Mike Rother, Chapter 3: Philosophy and Direction, pp. 37-54



# OUR ACADEMY TRAINERS – Warrantors for your training success



**Dario Spinola** Head of Business Unit Lean  
**Core Competence:**  
 Shopfloor Management & Lean Leadership  
 Toyota Kata  
 Lean Development  
 Total Productive Maintenance



**Rainer Voelker** Senior Consultant  
 Head of Solution & Competence Development  
**Core Competence:**  
 Excellence in 12 weeks (Production and Logistics)  
 Value Stream Oriented Factory Structure  
 Shopfloor Management & Problem Solving Process  
 Qualification & Training Programs



**Jan Haug** Head of Shenyang Branch  
 Head of Competence Center Lean Development  
**Core Competencies:**  
 Lean Development  
 Value Engineering  
 Lean Administration  
 Order Fulfillment Processes  
 Shopfloor Management in indirect areas



**Sandy Shen** Senior Consultant  
**Core Competencies:**  
 Process excellence in 12 weeks  
 (Order Processing, Production and Logistics)  
 Implementation of value added systems  
 Pull in-house logistics, Warehousing, Trainer



**Jason Huang** Project Manager  
**Core Competencies:**  
 Lean Enterprise  
 Process excellence in 12 weeks  
 Factory Planning  
 Lean Logistics



**David Cao** Senior Consultant  
**Core Competencies:**  
 Implementation of TPM system  
 Problem Solving, Kaizen  
 OEE improvement  
 Shopfloor management, Daily Management



**Yawen Zhao** Senior Consultant  
**Core Competencies:**  
 Optimization of procurement organization  
 Supplier management, commodity and supplier strategy development  
 Supply chain process optimization  
 Strategic purchasing training  
 Systematic supplier selection & audits



**Aaron Xing** Senior Consultant  
**Core Competencies:**  
 Experienced in all the functional departments in various industry (HR, Sales, R&D, finance)  
 Customer orientation and satisfaction  
 Specialized in Lean manufactory & management accounting



**Denzel Fang** Senior Consultant  
**Core Competencies:**  
 Lean in Operation  
 Cell Design  
 Kaizen Promotion  
 Office Kaizen 7 Steps Method  
 Pull Production System  
 Zero Defect



**Chunjun Xu** Senior Consultant  
**Core Competencies:**  
 Lean Transformation  
 Shopfloor Management  
 Problem Solving and Kaizen  
 Lean Development



**Lynn Cai** Consultant  
**Core Competencies:**  
 Gemba Kaizen  
 Lean Operation System (Pull system, VSM, SMED, 7 waste, Hanedashi etc..)  
 Lean Assessment  
 Cross function continue improvement project



**Sunny Chen** Project Manager  
**Core Competencies:**  
 Supplier selection & development  
 Purchasing process & organization re-engineering  
 Material cost analysis & improvement  
 Supplier management



**Harry Yang** Senior Consultant  
**Core Competencies:**  
 Lean Transformation  
 Shopfloor Management  
 Project Management  
 TPM  
 Quality Management



**Chuan Qin** Senior Consultant  
**Core Competencies:**  
 Lean management in supply chain / change management  
 On-site logistic issue solving  
 Value stream analysis and design  
 Lean inventory control



**Yan Qihua** Consultant  
**Core Competencies:**  
 Lean Production  
 6 Sigma tools & application  
 Shopfloor Management  
 Quality management (internal/external/final)  
 Quality tools (FMEA, SPC, MSA)  
 APQP