



The Forum  
57 Sloane Street  
Bryanston

7<sup>th</sup> – 8<sup>th</sup> October 2010

## Lean Summit Africa Programme

Thursday 7<sup>th</sup> October 2010 – The Forum, Bryanston, Johannesburg

### Summit Programme Day 1

08:15-08:30	<b>Opening and Welcome by Professor Norman Faull, Lean Institute Africa</b>	
08:30-09:20	<p><b>Lean Leadership – Lessons from Nummi and beyond. John Shook, Senior Advisor, Lean Enterprise Institute, USA</b></p> <p>Many companies began taking their first lean leap in the 1990s by using lean tools to identify and eliminate waste. These projects in individual plants produced results – often dramatic results – but sustainable, company-wide gains have been elusive for many. This paper presents the challenge for organisations to make a second lean leap by focusing on two key challenges: Creating a <i>Lean Management System</i>; and creating and supporting <i>Leadership Behaviour</i> which drives that Lean Management System. This session will explore many aspects of the leadership and management skills and behaviours required to transform and lead a lean enterprise.</p> <p>Specific issues to be addressed by John Shook will include:</p> <ul style="list-style-type: none"> <li>• How to lead an organisation while demonstrating no authority;</li> <li>• How to develop and support people and the roles of mentor and coach;</li> <li>• The need to move away from managing performance indices to managing processes;</li> <li>• The need to move away from “5 times Who” to “5 times Why”;</li> <li>• The importance of not jumping to conclusions and not give ready solutions to subordinates;</li> <li>• The importance of moving away from a culture of hiding problems to a culture of exposing the problems;</li> <li>• How to resolve the dilemma of control vs flexibility; and</li> <li>• How to create an organisational culture whereby each person will demonstrate the initiative to solve problems and improve his or her job as well as cooperate to deliver value to the customer and company prosperity.</li> </ul>	
09:20-10:00	<p><b>The lean initiative at Telkom. Jozef Myburgh, Executive: Business Improvement Office, Telkom, RSA</b></p> <p>Managing key stakeholders has been core to shaping Telkom’s lean initiative. The paper shows how Telkom went about, firstly, building the capability for change agents to start the company on a lean journey and, secondly, expanding the circle of influence inside the organisation. Overviews will be given of some of the successful lean projects as well as the ongoing actions and challenges around managing stakeholders.</p>	
10:00-10:40	<p><b>Astral Foods – a decade of experience over seventeen sites. Len Hansen, Director, Astral Foods, RSA</b></p> <p>Unbundled from Tiger Brands in 1990, Astral Foods is today a R9b turnover integrated poultry producer operating from multiple sites (brands include Earlybird, County Fair and Meadow Feeds). The presentation highlights important milestones and critical turning points on the lean journey since 2000. Initially sites proceeded at their own pace but then the process and speed became standardised, with impressive results: doubling of productivity for some sites over 5 years, improved quality and reduced WIP.</p>	
10:40 – 11:10	<b>Morning tea – Sponsored by Thinking People</b>	
11:10-12:30	<p><b>The Lean Initiative at Telkom (Detailed session), Danie Du Toit, Specialist: Business Improvement Office, Richard Stanley, Specialist: Business Improvement Office, Telkom SA LTD, RSA</b></p> <p>Richard and Danie share details on lean projects they have completed. Their projects focused on waste elimination in the field force dispatching and how key stakeholder support enabled their projects to reap some benefit.</p>	<p><b>Astral Foods detail session. Len Hansen, Director Astral Foods and Jan Erasmus, Director, ODI and Astral staff, RSA</b></p> <p>Team members, supervisors and managers from such group companies as Earlybird, County Fair, Meadow Feeds, Ross Poultry, and Central Analytical Laboratory share how specific lean tools were applied at different sites, touching on supplier development, standardised practices, 5S, people involvement, teamwork, and gemba walks by directors. The focus is on practical application.</p>
12:30 – 13:40	<b>Lunch</b>	

13:40-14:30	<b>Development of lean managers in a sustainable way. René Aernoudts, MD of the Lean Management Institute, Netherlands</b> Implementing lean has for most of us proven to be quite a journey! Our experience shows that the development of management to be crucial for gaining results over the long run. The presentation sets out how we develop managers so that they: internalise lean in their way of working; understand lean and the contradictions within lean; have the ability to work according to lean principles; and act in a different way while managing and coaching people.	
14:30-14:40	<b>Delegates move to selected break away sessions</b>	
14:40-15:30	<b>Lean Agriculture: The AmaBlom Case Study demonstration of social innovation. Louise de Klerk, CEO, Timbali Technology Incubator, RSA.</b> The story of today's South Africa of how ordinary people, AmaBlom farmers, all with a low level of skill, become cut-flower farmers by using Ray Kroc's idea of making McDonald's a predictable success, by engineering a business model that does in more than 30 000 stores what most of us can't do in one.	<b>The Toyota Way in supporting the after-market. Thinus Slabber, General Manager, Parts Procurement and Distribution, Toyota South Africa</b> The presentation covers applications of TPS in a parts distribution environment and focuses on training, visualisation, genchi genbutsu, heijunka and collaboration with key suppliers. Focus points of the presentation include lessons learned in Toyota on TPS, how to change the shop floor attitude towards kaizen and how to ensure the maximum value from TPS. A practical continuous improvement approach is the goal.
15:30 – 16:00	<b>Afternoon Tea – Sponsored by TRACC</b>	
16:00-16:50	<b>A Practical Value Stream Assessment Approach. Danie Joubert, Executive Manager: Business Improvement, Hulamin, RSA</b> How does one identify and conduct improvement projects aligned with a company's overall strategic objectives? The paper presents the Value Stream Assessment approach used by Hulamin, Africa's leading producer of semi-finished and fabricated aluminium products. The paper shows how the approach maximizes a company's return on investment, leverages existing resources and uses the expertise of employees to identify opportunities in a systemized fashion.	<b>Measurement: The Central nerve system of lean. Matt van Wyk, Senior Manager, MAC Consulting, RSA</b> Many lean deployments fall short of the mark as the full extent of value on offer is seldom realised. One of the main reasons for this high failure rate is that the role measurement plays in successful Lean Deployment is either underestimated or misunderstood, negatively impacting on both management traction and execution. This presentation will position measurement as a critical element of Lean, and offer an insight into the most current thinking and research. The application of this thinking will be explained via a current case study at one of the De Beers operations.
16:50-17:00	<b>Delegates move to selected break away sessions</b>	
17:00-17:50	<b>Sustaining standardised work. Kneale Harris, Operations Director, FlavourCraft, RSA</b> FlavourCraft has grown 100-fold in 12 years. The paper reports the role of lean sustaining systems in making this privately owned company the largest savoury flavour house on the African continent. World class operational outcomes have been delivered in an extremely complex business through a systematic approach, including a home-grown work standardisation and people resource planning tool that compliments the Company's enterprise resource planning system. The case study describes the actions taken, the systems that were set in place, and the results achieved. 'Nothing is left to chance.'	<b>Lean Six Sigma is transforming TRE. Ronnie Kanniah, Corporate Lean Manager and Richard Vallihu, Chief Executive, Transnet Rail Engineering, RSA</b> The aim is to lower the cost of doing business in South Africa, for everyone. Lean Six Sigma is Transnet Rail Engineering's means to drive the war on inefficiency. The development of large numbers of Six Sigma 'belts' and Lean Practitioners lies at the heart of the approach, designed to touch each employee and customer of TRE.
17:50-19:00	<b>Evening Drinks – an opportunity to exchange views on the events of the day – Sponsored by CCI-GrowthCon</b>	

# Friday 8<sup>th</sup> October 2010 – The Forum, Johannesburg

Summit Programme Day 2

08:30-09:20	<b>Lean Leadership and the Wells Fargo Case Study. Chris Vogel, CEO, Compass Affiliates and formerly Wells Fargo, USA.</b> Wells Fargo is the 4 <sup>th</sup> largest bank in the US by assets and the second largest bank by market cap. Six years ago the Wells Fargo Document Management started their lean Journey. The paper highlights lessons they have learned, and how they evolved through the journey. Observations include leadership lessons.	
09:20-10:00	<b>Lean in healthcare &amp; the public sector. Robert Kessiakoff, CEO, Lean Concepts, Sweden &amp; Norman Faull, CEO, Lean Institute Africa, RSA.</b> The speakers will provide the big picture of initiatives in South Africa and Sweden to apply lean to service delivery in health and other public services, including the challenges and opportunities going forward.	
10:00-10:40	<b>The use of Standard Work to build a World Class Manufacturing culture in SAB Ltd. Laureen van Aswegen, Manufacturing Development Manager, SAB Ltd, RSA</b> SABMiller, one of the world's largest brewers, has brewing interests and distribution agreements across six continents. Between 1988 and 1992, around the same time that SAB started its global expansion, the company started its world class manufacturing journey (WCM) with the introduction of Standard Work under the BOP (best operating practices) program. 20 years later, SAB is still committed to the pursuit of world class manufacturing excellence. The company has achieved tremendous results having expanded to become a global brewing giant on the back of operational excellence. SAB has learnt many lessons along the way and continues to learn everyday what it means to build a WCM culture in a constantly changing business environment.	
10:40 – 11:10	<b>Morning Tea – Sponsored by Thinking People</b>	
11:10-12:30	<b>Public sector detail from variety of local examples &amp; from Sweden. Robert Kessiakoff, Norman Faull &amp; Anton Grütter of University of the Western Cape, RSA.</b> A wide range of examples of lean applications will be presented, including how A3s have been harnessed to prepare the ground, execute and report on improving service delivery in the Swedish and South African public sectors.	<b>Lessons from the (seemingly lifelong &amp; still ongoing) journey to sustain &amp; entrench World Class Manufacturing practices in SAB Ltd. Clifford Raphiri, Manufacturing &amp; Technical Director, SAB Ltd, RSA</b> This presentation focuses on the WCM journey within the Beer Division of the South African operation, SAB Ltd. Over the 20 year long WCM journey, SAB has come to rely on the simplistic power of standard work to produce consistently good results. However, the South African labour market has seen moves away from employees who seek long term security to those who value short term engagements with high flexibility. With the resultant increasing labour turnover, SAB has turned to organisational development and change management tools to sustain and entrench world class manufacturing practices. The application of these tools will be described through a series of case studies from various SAB Ltd operations.
12:30 – 13:40	<b>Lunch</b>	
13:40-14:30	<b>Gemba walks and the lean journey continuing. Azhar Patel, Business Analyst, Old Mutual, RSA</b> Old Mutual attempts to build lean understanding, thinking & capability across different levels of the organisation, highlighting their challenges, what they have learnt & how they continue to strive to understand how to build people. An element of the discussion will be focused particularly on Gemba walks & why/how they encourage it at all levels in the organisation.	<b>Developing a Lean Management Development Programme. Anton Grutter, University of the Western Cape and Director, Lean Institute Africa, RSA</b> Lean initiatives face the paradox that once-off process improvements can be done quickly with significant performance improvements, but institutionalizing sustained process improvement in organisations has proven elusive. Conventional management education and training appears not to be sufficient. This presentation asks what a lean management development programme should look like to produce "lean thinking" managers.
14:30-14:40	<b>Delegates move back to plenary venue</b>	
14:40-15:40	<b>An interactive panel discussion with John Shook, René Aernoudts, Chris Vogel &amp; Robert Kessiakoff</b>	
15:40-16:00	<b>Closing summary with Norman Faull, Lean Institute Africa</b>	
16:00-16:30	<b>Afternoon tea &amp; depart – Sponsored by TRACC</b>	

15-Sep-10