

**The University of Toledo**  
College of Business Administration  
**Executive Center for Global Competitiveness**

**IMPLEMENTING LEAN ENTERPRISE**

### What is LEAN?

Lean is a philosophy that incorporates a collection of tools and organizational techniques perfected by Toyota. It addresses all business processes to optimize time, human resources, assets, and productivity. The goal is to provide perfect value to your customer through a perfect value creation process with zero waste in:

- Design (concept to customer)
- Build (order to delivery)
- Sustain (in-use through life cycle)

### How Do I Choose the Right Candidates?

LEAN candidates should possess important and vital information (tribal knowledge) about your work processes. Benefits to the company are realized only when this information is transformed into “actionable knowledge.” The LEAN course provides candidates with a structured methodology and process improvement tools to allow them to participate in and lead teams and take ownership for improving the processes in which they work.

### What Are the Course Objectives?

Class participants will learn the process improvement techniques perfected by Toyota, such as:

- Lean Enterprise Principles to increase efficiency and profits
- Assessment tools for identifying waste
- The Toyota Process for Continuous Improvement
- Where your company should begin
- How to guide employee teams through the lean implementation process

### Program Agenda

Reduce working capital, increase customer satisfaction, and improve quality! Eight one-day sessions over a 10-week period guide your team through the implementation of LEAN processes in your organization.

**Week 1:** Executive Orientation, Customer Value, and Project Preparation. Overview and understand the Lean Six Sigma Process, Implementation Road Map, Selecting your starting point.

Post Session Assignment: Select starting point and establish project team.

**Week 2:** Project Team Orientation, Value Stream Mapping, and Team Launch.

Post Session Assignment: Map value stream, first pass waste identification, and removal.

**Week 3:** Product Flow – Initial Cell design, 5S techniques, TAKT Time, and quality integration.

Post Session Assignment: Initial flow and cell design and conduct second pass waste identification.

**Week 4:** No class – On site consultation option available

**Week 5:** Advanced Product Flow – Finalize Cell design, 5S techniques, TAKT Time, and quality integration.

Post Session Assignment: Implement flow/cell design layout.

**Week 6:** Designing Pull and Kanban – Link cells to reduce work in process inventory, TPM, SMED.

Post Session Assignment: Develop pull/kanban process, and identify root causes of WIP.

**Week 7:** No class – On site consultation option available

**Week 8:** Implementing the “Visual Factory” – Audit pull/kanban process, tools for corrective and preventive actions.

Post Session Assignment: Implement pull/kanban process, and fix root causes of WIP (level and balance cells).

**Week 9:** Inventory and Lead Time Reduction – Lean scheduling, WIP reduction readiness assessment, transition planning.

Post Session Assignment: Conduct WIP reduction readiness assessment, pilot run lean scheduling process.

**Week 10:** Continuous Improvement – Supply chain management, selective automation, and making problems visible.

Post Session Assignment: Conduct WIP reduction readiness assessment, pilot run lean scheduling process.

Post Session Assignment: Continue to process defined issues.

#### Adult Learning Process:

- Concept introduction
- Experiential exercise
- Concept debrief and process summary
- Apply concept via case study and workplace project

#### Class Requirements:

- A work-related, pilot project to work on during class and for homework assignments, approved by their management

# IMPLEMENTING LEAN ENTERPRISE

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## Why Train My People in Lean Techniques?

- To involve every employee in improving your business
- To become more closely linked to your customer
- To improve your quality, and to identify and eliminate waste in all business processes
- To change the way people think about the business, making the business more efficient and effective in meeting the needs of your customers
- To change the way people think about the business, making the business more efficient and effective in meeting the needs of your customers
- To significantly shorten your lead times
- To substantially reduce your inventories and working capital
- To achieve higher on-time delivery performance
- To improve your margins and offset pricing pressures
- To become a competitive advantage to your customers

## What Exactly Will Class Participants Be Able To Do?

- Achieve bottom-line results that increase customer satisfaction by contributing as a member or leader of an effective, process improvement team
- Understand LEAN, its tools and the Roadmap for Implementation
- Immediately apply process improvement tools and basic techniques in a real-time workplace project

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## Customer Testimonial

“Sauder Manufacturing believes that education and training is the foundation on which to begin the radical changes that are required to adjust to the changing demands and expectations of the markets we serve and the impact of globalization on the manufacturing sector.

Over the past 12 months SMC has been implementing a lean strategy at our Stryker Plant. The University of Toledo has assisted us...along with their partner organization ATS to begin this transformation process by guiding our total leadership team and every employee through an education and training curriculum that is built on implementation and supported by theory and experience.

The challenge of making the kinds of changes that actually transforms our thinking and then transforms the organization should not be underestimated, but the results are very rewarding and exciting. Over the past 12 months, our inventory turns have increased 20%, which resulted in WIP inventory reductions of 85%. The overall plant efficiency measured in units/hr. has increased 5.5% and backlog has decreased significantly over the same period one year ago.

Most importantly, we understand that our LEAN Strategy is not a program but an ongoing process of learning and doing, and we are just beginning but already are reaping the results and it is allowing us to stay in the game.”

*Luther L. Gautsche, V.P. of Operations, Sauder Mfg. Co.*

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One Company at a Time”***

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