



Presents the



## Lean for Lean Times & Beyond

**Workshops** on Monday 21 September  
**Presentations** on Tuesday & Wednesday 22-23 September  
Cape Town International Convention Centre

Join **Jim Womack** Founder and President of the Lean Enterprise Institute, USA and other **eminent Lean experts** in Cape Town for the Lean Summit Africa 2009

The Summit is designed to promote the adoption of Lean as a means of improving product and service delivery while reducing cost in any organisation. Hence the theme, **Lean for Lean Times & Beyond**. We welcome to this Summit the top gurus in the global lean movement, most noticeably

- Jim Womack, Founder and President of the Lean Enterprise Institute, USA
- Dave Brunt, a key member of Dan Jones' team in the UK
- Michael Ballé, co-founder of the Project Lean Enterprise, Europe

There is more detail regarding these speakers together with the exciting local presentations which will be scheduled in the Lean Summit 2009 available in this document and on the website.

An innovation at this year's Summit is in-depth presentations by leading organisations:

- Joy Mining
- Standard Bank
- South African Revenue Service (SARS)
- Toyota South Africa

Each will give the "big picture view" of their lean journey in a plenary, with breakout sessions providing details of the why, how and when.

***There will be plenty of opportunities for questions!***

### REGISTRATION FEES

#### **Workshops (21<sup>st</sup> September only – additional registration fees apply – see below)**

LIA Subscriber Member/SAPICS Member	R1,500.00 per person ex VAT
Non-Members	R2,000.00 per person ex VAT

22 & 23 September 2009 – 2 full days packed with presentations

#### **Standard Fee (before 4 September 2009)**

LIA Subscriber Member/SAPICS Member	R5,750.00 per person ex VAT
Non-Members	R6,250.00 per person ex VAT

#### **Closing Fee (from 4 September 2009)**

LIA Subscriber Member/SAPICS Member	R6,250.00 per person ex VAT
Non-Members	R6,750.00 per person ex VAT

#### **Group discounts are available:**

5 – 9 delegates	5% discount on published registration fee
10 – 29 delegates	10% discount on published registration fee
30+ delegates	15% discount on published registration fee

NB - Group discounts apply only if arrangements are made by one co-ordinator, made at the same time and paid in full a minimum of 1 month prior to the commencement of the conference. Fees are quoted exclusive of VAT

## OUTLINE SUMMIT SCHEDULE

### Monday 21 September

A selection of workshops will be facilitated at the Cape Town International Convention Centre. It is possible to register just to attend the workshops on the 21<sup>st</sup> September or to add them on to your Summit programme. There is a selection of full and half day workshops as outlined below. Please ensure that you pre-book for the workshop(s) of your choice as space is limited on all.

### Tuesday 22 September

Registration will commence at the Cape Town ICC from 07:30 with tea & coffee available for delegates. It is not necessary to select the presentations you wish to attend prior to the Summit – however, it is advisable that you use the programme below to plan your attendance well in order to achieve maximum benefit from your attendance.

Presentations will commence at 08:15 concluding at 17:50.

A cocktail reception will take place in the Conservatory with drinks and snacks being served to delegates. This time will afford people the time to network and meet with some of the speakers and fellow attendees in a relaxed environment. The evening will conclude at approximately 19:30

### Wednesday 23 September

The day will begin at 08:30. The programme will include presentations by Michael Ballé, Joy Mining and Standard Bank and an interactive panel discussion involving Jim Womack, Dave Brunt and Michael Ballé. The Summit will conclude at approximately 16:00

## SUMMIT REGISTRATION FEES INCLUDE:

- Daily lunches at the Cape Town International Convention Centre
- Soft drinks including fruit juice and mineral water
- Morning and afternoon tea and coffee
- Cocktail reception including soft drinks, selected wines, local beers and ciders on the evening of Tuesday 22 September
- Access to all speaker presentations post conference
- Certificate of Attendance

## REGISTRATION FEES EXCLUDE:

- Workshop attendance – please see the additional registration fee to attend the workshops on 21<sup>st</sup> September.
- All alcoholic beverages at lunch time which, if required are available but payable by individuals
- All liquor (other than selected wines, beers and ciders) including sherry and port, alco-pops
- Flights
- Accommodation
- Personal items such as insurance, meals outside of conference programme, laundry etc
- Airport Transfer



### ABOUT LEAN INSTITUTE AFRICA

The Lean Institute Africa is the source of advanced 'lean thinking' in Africa. Our mission is to set in motion the frontiers of Lean thinking and its implementation across all sectors of the economy through summits, networking, publications and workshops. To learn more about the activities of LIA please visit our website.

**FOR MORE INFORMATION PLEASE CONTACT THE CONFERENCE SECRETARIAT or VISIT THE LEAN SUMMIT WEBSITE AT <http://www.lean.org.za>**

**Tel: +27 11 805 6616 ▲ Fax: +27 11 315 3311 ▲ E-mail: [upavon@icon.co.za](mailto:upavon@icon.co.za)**

Summit Sponsors



## LEAN EXPERTS LINE UP TO ADDRESS THE AUDIENCE AT THE LEAN SUMMIT 2009! International speakers include.....



**James P. Womack**, Ph.D., is the founder and chairman of the **Lean Enterprise Institute**, a non-profit training, publishing, and research organization chartered in August, 1997, to advance a set of ideas known as lean production and lean thinking, based on the Toyota Production System and now being extended to an entire Lean Business System.

The intellectual basis for the Cambridge, MA-based Institute is described in a series of books and articles co-authored by Dr. Womack and Daniel Jones over the past 20 years. The most widely known books are: *The Machine That Changed the World* (Macmillan/Rawson Associates, 1990), *Lean Thinking* (Simon & Schuster, 1996), *Seeing The Whole: mapping the extended value stream* (Lean Enterprise Institute, 2001), *Lean Solutions* (Simon & Schuster, 2005). Articles include: "From Lean Production to the Lean Enterprise" (Harvard Business Review, March-April, 1994), "Beyond Toyota: How to Root Out Waste and Pursue Perfection" (Harvard Business Review, September-October, 1996), "Lean Consumption" (Harvard Business Review, March-April, 2005).

The Institute conducts research activities in a wide range of industries to create a tool kit of methods for implementing lean thinking and the necessary leadership behaviours. The Institute also sponsors educational meetings, workshops, and conferences through the year and helps people to apply lean thinking in manufacturing and entirely new applications such as healthcare, retail, air travel, and distribution.

Dr. Womack received a B.A. in political science from the University of Chicago in 1970, a master's degree in transportation systems from Harvard in 1975, and a Ph.D. in political science from MIT in 1982 (for a dissertation on comparative industrial policy in the U.S., Germany, and Japan). During the period 1975-1991, Dr. Womack was a full-time research scientist at MIT directing a series of comparative studies of world manufacturing practices.

### ***Dr Womack's presentation is entitled "The State of Lean and the Role of Transformational Leadership"***

How, where and why was lean invented? How, and how effectively has it migrated out of the automobile industry into services? Today the focus is on the role of managers and leaders in achieving sustained clarity of purpose and process with thoughtful people involvement – lean transformation. There are many places in an organisation where lean leadership is crucial, but leaders need to understand their roles. What role is there for A3s and other lean tools as lean leaders grapple with the challenges of sustainability and transformation?



**Dr. Michael Ballé**, business consultant and author, is co-founder of the Project Lean Enterprise ([www.lean.enst.fr](http://www.lean.enst.fr)).

This is France's leading lean initiative, conducted in collaboration with Telecom Paris, where Michael is associate researcher. For over a decade, he has focused on the human implications of lean implementation in fields as diverse as manufacturing, healthcare and administrative processes. As a cognitive sociologist, he has taught organization theory in several business schools. He is co-author of *The Gold Mine*: a novel of lean turnaround, and has published extensively on organizational change. *The Gold Mine* has received the Shingo Prize for Excellence in Manufacturing Research. **Dr Ballé has recently had published the much awaited**

**sequel to the Gold Mine which is entitled "The Lean Manager – a novel of Lean Transformation". Copies of this book will be available for purchase at the Summit.**

## ***Dr Ballé's presentations are entitled "Lean Transformation"***

Competition between firms often highlights the competition between core management ideas: which model will make them more innovative? Which model will support better execution? The results are in for the long match between GM's "modern management" model based on managing-by-numbers and financial returns business cases and Toyota's "lean management" based on people development, kaizen and long term challenges. Lean management is the way to sustain responsible business growth in the XX1st century. The question is how to get there from here? Experience shows that creating a lean enterprise is not merely applying lean techniques, but thinking differently about both strategic vision and day to day execution. The past twenty years of experimenting with lean have shown that lean transformation succeed when leaders use a lean approach to transformation. This means establishing a clear direction towards a lean ideal, using kaizen as a training method to change minds, within the framework of lean systems to make sure local improvements translate into business progress. Finally, sustaining this transformation process requires adopting the five core disciplines of lean management: challenge, go and see, kaizen, teamwork and respect.

### ***And – Lean Basics***

Everyone is doing lean these days – but is it really lean? Experience of the past fifteen years shows that unless one follows the true lean paths, results are consistently disappointing beyond the low-hanging fruits. So what are the lean basics? First there is a commitment to the lean ideals of customer satisfaction and waste elimination and the understanding of its impact on market share, cost, cash and capex. Second there is the discipline of kaizen according to the principles of the lean system of Just-in-time, Jidoka, Standardized work & Kaizen. Third there is the daily practice of visual management and teamwork at the gemba. This talk will discuss the lean basics of: 1) What is the global challenge? 2) How can we start by stabilizing the business and building the right kind of organization for lean? 3) Establishing the basis for standard conditions, through confirmation and standardized work; 4) Pull systems as the architecture for kaizen; 5) Visual management and problem solving, and 6) Using kaizen events to attack typical problems, change minds and develop understanding.



**David Brunt** is Senior Faculty Member at the **Lean Enterprise Academy** [www.leanuk.org](http://www.leanuk.org). The academy is dedicated to pushing forward the frontiers of lean thinking and helping others with its implementation. He is the co-author of "Creating Lean Dealers – The lean route to satisfied customers, productive employees and profitable retailers." David helps firms making a lean transformation. He conducts public workshops at the Lean Enterprise Academy and develops and delivers bespoke in-house workshops for firms. In addition David mentors firms making a lean transformation. He has walked and mapped over 300 value streams in both manufacturing and service sectors in businesses such as steel production, vehicle and component assembly, FMCG, retailing and banking and financial services. David has been both applying and researching lean since 1990. He spent over three and a half years as the Porsche Verbessrungs Process (PVP – Porsche Improvement Process) Manager at Porsche Cars Great Britain and carried out work to develop lean in after sales, used car processing and parts operations as well as conducting a number of other business process improvement projects at dealer and national sales company level. His work on lean dealer operations formed the basis for several chapters in James P. Womack and Daniel T. Jones' book, Lean Solutions, and his work has been implemented successfully by GFS, the "lean dealer" example in the book. Prior to his work at Porsche, David was Senior Research Associate working for Daniel T. Jones at the Lean Enterprise Research Centre at Cardiff University Business School. There he was involved in a number of research projects: David's career started in the automotive industry at Rolls-Royce Motor Cars where he held a number of roles in the fields of Purchasing, Supplier Development, Quality and Customer Service. He holds a Masters in Business Administration specialising in Supply Chain Management from Cardiff Business School.

### ***David Brunt's presentation is entitled "Lean in Sales & Service : Lessons from applying lean to car dealers"***

The talk will describe how lean can be used by retailers and service organisations, including healthcare. It will be illustrated with examples from leading lean car dealers such as Gropo Fernando Simao. The approach presented is innovative, implementable, and effective, as the facts will show.

The conference programme is varied and exciting and includes a full day of interactive full day and half day workshops as well as presentations and case studies from home and abroad.

## Monday 21<sup>st</sup> September 2009 – WORKSHOPS – Cape Town International Convention Centre

As space is limited at some of the workshops it is imperative that you book your place prior to the 21<sup>st</sup> September in order to guarantee your attendance at the workshop of your choice.

Time	Workshop 1	Workshop 2	Workshop 3	Workshop 4	Workshop 5	Workshop 6
08:30-10:30	<b>Applying Lean to Sales and Service</b>  <i>Dave Brunt, Lean Enterprise Academy, UK</i>	<b>Making world class ducks - a thorough introduction to lean</b>  <i>Rose Atkinson &amp; Hilton Mentor, CCI-Growthcon, RSA</i>	<b>Sustaining the <i>lean</i> side of Change. How do you manage the 'softer' side of lean?</b>  <i>Ginty Chalk, Breakthrough Management Group, RSA</i>	<b>Lean accounting: The new frontier of management accounting.</b>  <i>Nicola Luca Gianesin &amp; Michael Sheriff. GC &amp; Partners, Italy</i>	<b>The Chain Gang game - an overall introduction to lean.</b>  <i>Norman Faull &amp; Chipu Mupure. Lean Institute Africa, RSA</i>	<b>Executing a lean strategy &amp; the role of leadership.</b>  <i>Lorna Reid, House of Performance, RSA</i>
Tea	The content of this full day workshop includes the following:					
10:50-12:30	<ul style="list-style-type: none"> <li>Defining the business problem and setting the agenda for change</li> <li>Defining value</li> <li>Value stream mapping in these environments</li> <li>Creating flow and pull in sales and service</li> <li>Making invisible work visible through standardised work</li> <li>The management implications for the approach</li> </ul>	<p>Lean? No idea what it means? Starting out or on the journey already? This workshop is for you. Delegates will learn about the basics of lean, and its application to a variety of industries, through an exciting and practically focussed game called "Making World Class ducks". Delegates will leave the workshop with a much better grasp of the principles of lean and its potential application back in their workplace. In addition, delegates will be introduced to the concept of "Kaizen methodology" and Lean in an administration environment, complete with a "hot off the press" case study presentation of this methodology as applied in a services based environment.</p>	<p>This simulation is an engaging and realistic computer-based learning tool, which is designed to help you increase your ability to implement a new initiative, providing you with a difficult challenge...to convince as many of the top managers to "adopt" this initiative and agree to support its implementation. It's a challenging mission that is guaranteed to give you the insight into sustaining change by using soft skills and tactics to succeed.</p>	<p>Lean accounting is a new approach to management accounting which achieves two objectives: simplicity and the capability to measure the true benefits of lean transformation. By attending this workshop you will learn:</p> <ul style="list-style-type: none"> <li>Why traditional accounting is harmful to the lean transformation</li> <li>The principal methods of Lean Accounting</li> <li>How to approach the implementation of Lean Accounting.</li> </ul>	<p>The workshop is based on a practical exercise in which participants are requested to set up and run a production line to meet defined customer demand. Apart from demonstrating a number of lean tools, the workshop also illustrates a management style appropriate to "creating thinking people" – the core of the "Thinking Production System" (TPS)</p>	<p>Before embarking on the 'Lean Journey', managers need to understand how the Lean philosophy can aid them in implementing their business strategy, as well as what type of leadership behaviour will be required to effectively lead a 'Lean organisation'. Participants will be exposed to research conducted on Lean Leadership behaviour, how it can be related to strategy and gain insight into researched lean management values and tools that could be used in day to day business operations.</p>

LUNCH

	Workshop 1 continued	Workshop 2 continued	Workshop 7	Workshop 8	Workshop 9	Workshop 10
13:30-15:30	<b>Applying Lean to Sales and Service continued.....</b>	<b>Making world class ducks - a thorough introduction to lean continued.....</b>	<b>From Modern Management to Lean Management in a Recession.</b>	<b>From Total Chaos to World Class</b>	<b>Growing a lean-based Business System – Integrating strategy and daily operations</b>	<b>The lean service experience</b>
Tea			<i>Jim Womack. Lean Enterprise Institute, USA</i>	<i>Richard Harris &amp; Chris Hewitt. VSC Solutions, RSA</i>	<i>John Vaughan-Jones, Fonterra, New Zealand</i>	<i>Andrew Richmond, House of Performance, RSA</i>
15:50-17:30			As indicated by the title, the workshop reviews and contrasts “modern” and “lean” management. How do we test the value of each? Which has which strengths in good times? And in bad? What are the weaknesses? Come prepared to ask lots of questions	This is a simulation-based game in which delegates experiment with various approaches to driving out waste and chaos and moving towards stable, excellent performance. The workshop includes a presentation on lean tools and the principles of change management.	The session offers an interactive presentation sharing insights into: <ul style="list-style-type: none"> <li>• A Business System design model which elegantly integrates strategy to structure, and to daily operational controls via PDCA</li> <li>• How to elevate the lean initiative from the tools domain to the strategic domain</li> <li>• Ways to establish the purpose and roles for leaders in the form of Leader Standard Work to build and sustain the Business System</li> <li>• Real-world examples of how the approach is being applied at Fonterra, the world’s biggest dairy-products company, headquartered in New Zealand</li> <li>• Growing internally the skills and capacity required for a successful lean journey</li> </ul>	Participants will experience what it means to implement continuous change based on to the Lean philosophy. During a live simulation participants will be challenged to create dramatic improvements in a complex inefficient process. Lean theory is presented in a way that participants can instantly bring it into practice during the workshop. At the end of the workshop participants will find that they truly understand the Lean philosophy and are enthusiastic to make a start with implementing the techniques learned, in their daily work environment.

# Tuesday 22<sup>nd</sup> September 2009 – Cape Town International Convention Centre

## Summit Programme Day 1

08:15-08:30	<b>Opening and Welcome by Professor Norman Faull, Lean Institute Africa</b>	
08:30-09:20	<b>Jim Womack, Founder &amp; Leader, Lean Enterprise Institute, USA : The State of Lean &amp; The Role Of Transformational Leadership</b> How, where and why was lean invented? How, and how effectively has it migrated out of the automobile industry into services? Today the focus is on the role of managers and leaders in achieving sustained clarity of purpose and process with thoughtful people involvement – lean transformation. There are many places in an organisation where lean leadership is crucial, but leaders need to understand their roles. What role is there for A3s and other lean tools as lean leaders grapple with the challenges of sustainability and transformation?	
09:20-10:00	<b>The Toyota perspective :</b> The Toyota Lean Journey - a description from the company itself about how it builds and sustains the Toyota Production System in the South African context <b>Managing Logistics Networks in the Automotive Industry :</b> John Oliver, Vice President for Logistics - Toyota SA Motors (Pty) Ltd	
10:00-10:40	<b>The SARS Perspective : From Toyota to Tax.....the South African Revenue Service Story</b> <b>Brenda Hore, Group Executive, Enterprise Business Enablement (EBE), South African Revenue Service</b> Three years ago the South African Revenue Service was drowning under a growing mountain of paperwork with up to four million individual taxpayers submitting 12 page income tax returns accompanied by reams of income certificates, medical invoices, travel logbooks and tax directives. Today more than 90% of income tax returns are submitted electronically and are assessed automatically within an average of just 24 hours, freeing up staff at SARS to focus on service, compliance and education. The transformation is a result of an ambitious Modernisation Programme founded on lean production principles which is changing the face of revenue administration within South Africa ... and serving as a benchmark for efficiency and productivity gains within the public sector	
<b>10:40 – 11:10</b>	<b>Morning tea</b>	
11:10-12:30	<b>Toyota detail : Imported Parts Logistics Transformation</b>	<b>SARS detail presented by Leon Weder, Senior Manager, Process Solutions, SARS</b>
<b>12:30 – 13:40</b>	<b>Lunch</b>	
13:40-14:30	<b>David Brunt, Senior Faculty Member at the Lean Enterprise Academy, UK : Lean in Sales &amp; Service - lessons from applying lean to car dealers</b> The presentation will describe how lean can be used by retailers and service organisations, including healthcare. It will be illustrated with examples from leading lean car dealers such as Gropo Fernando Simao. The approach presented is innovative, implementable, and effective, as the facts will show.	
14:40-15:30	<b>Lee Johnson &amp; Jerry Mogotsi. Super Group Supply Chain Partners – FMCG and Staple, RSA :</b> <b>Working towards a stronger performing business with lean.</b> Over a number of years the business/ operation had got to the stage where a major paradigm shift was required to turn the operational performance of the business around. Many of the problems had manifested themselves in poor performance but the underlying challenges were the following: <ul style="list-style-type: none"> <li>• Lack of accountability &amp; responsibility</li> <li>• Low staff morale</li> <li>• Lack of visibility</li> <li>• Lack of a team dynamic</li> <li>• Lack of a clear strategy</li> </ul> Each on other these challenges needed to be addressed in order to renew key customer contracts.	<b>Matt van Wyk. De Beers Consolidated Mines, RSA :</b> <b>Lessons learnt on visiting lean operations in Japan</b> De Beers Consolidated Mines has been on a Lean journey since 2007. An important part of the initial engagement was based on a "learning to see" approach, and expose our leadership to best practice to understand and support our deployment efforts. The highlight of this exposure was a facilitated learning event at Toyota and other lean companies in Japan. This presentation will highlight the lessons we brought back from Japan and how we translated these lessons into our Lean Journey. The presentation will cover the areas of purpose, people and process as well as focus on the impact of culture on a Lean Deployment in the South African context

15:30 – 16:00		Afternoon Tea	
16:00-16:50		<p><b>Alan Booth, Thermopac, RSA : Going Green in the Value Stream - Glenday Sieve Application.</b> - One of the greatest discoveries that we will ever make is to discover the potential of our minds. Like any other significant organizational change initiative, changing the way that people think and apply new methodologies is key, to ensure that the change is successful and sustainable. The introduction of value stream mapping and the resultant green stream have not only changed the way that people operate up and down the supply chain but has also lead to significant re-engineering of processes, equipment and systems to support this changed state. This paper will highlight some of the challenges faced as well as some of the solutions that were implemented in the process. The benefits have been realized in improved customer satisfaction levels, improved on time in full performance, reduced backorders, improved capacity utilization, improved flexibility as well as improvements in and stock holding. Going green in the value stream has changed the organizations mindset and added substantial value in the process.</p>	<p><b>Jacques Snyders, Telkom, RSA : It's not a PROCESS problem, It's a PURPOSE problem!</b> The presentation will focus on an actual, end-to-end value stream process improvement project, of one of Telkom's voice services. The following Lean concepts / aspects will be touched on during this presentation:</p> <ul style="list-style-type: none"> <li>a) Purpose, Process &amp; People:</li> <li>b) KPI / Measurement mapping:</li> <li>c) From Push System to Pull System:</li> <li>d) Voice of the customer</li> </ul>
17:00-17:50		<p><b>Michael Ballé, France : Lean Basics</b> - Everyone is doing lean these days – but is it really lean? Experience of the past fifteen years shows that unless one follows the true lean paths, results are consistently disappointing beyond the low-hanging fruits. So what are the lean basics? First there is a commitment to the lean ideals of customer satisfaction and waste elimination and the understanding of its impact on market share, cost, cash and capex. Second there is the discipline of kaizen according to the principles of the lean system of Just-in-time, Jidoka, Standardized work &amp; Kaizen. Third there is the daily practice of visual management and teamwork at the gemba. This talk will discuss the lean basics of: 1) What is the global challenge? 2) How can we start by stabilizing the business and building the right kind of organization for lean? 3) Establishing the basis for standard conditions, through confirmation and standardized work; 4) Pull systems as the architecture for kaizen; 5) Visual management and problem solving, and 6) Using kaizen events to attack typical problems, change minds and develop understanding.</p>	<p><b>Damain Williams. Mercedes Benz, RSA : How Lean will help your company Survive the Storm</b> In the current economic climate, the automotive industry has been one of the hardest hit. The test of how well the principles of lean have been implemented can be summed up by one question: <b>Will our company survive a storm?</b> This presentation will aim to answer the above question and highlight the importance of the following lean principles:</p> <ul style="list-style-type: none"> <li>• People at the heart of lean transformation</li> <li>• The importance of continuous lean training to create a lean mindset</li> <li>• The backbone of lean – continual improvements</li> </ul> <p>This presentation will also highlight how lean implementation contributed to the Mercedes-Benz plant in East London being acknowledged by JD Power as the best manufacturing plant in South Africa in 2007 and 2008, and the 4th best automotive manufacturing plant in the world in 2009.</p>
17:50 – 19:00	<p><b>Cocktail reception. You are warmly invited to attend this informal opportunity to interact with speakers, sponsors and fellow Summit Attendees. Drinks and snack will be served. The proceedings will close by 19:00</b></p>		

# Wednesday 23<sup>rd</sup> September 2009 – Cape Town International Convention Centre

## Summit Programme Day 2

08:30-09:20	<b>Michael Ballé: Lean Transformation</b> - Competition between firms often highlights the competition between core management ideas: which model will make them more innovative? Which model will support better execution? The results are in for the long match between GM's "modern management" model based on managing-by-numbers and financial returns business cases and Toyota's "lean management" based on people development, kaizen and long term challenges. Lean management is the way to sustain responsible business growth in the XXIst century. The question is how to get there from here? Experience shows that creating a lean enterprise is not merely applying lean techniques, but thinking differently about both strategic vision and day to day execution. The past twenty years of experimenting with lean have shown that lean transformation succeed when leaders use a lean approach to transformation. This means establishing a clear direction towards a lean ideal, using kaizen as a training method to change minds, within the framework of lean systems to make sure local improvements translate into business progress. Finally, sustaining this transformation process requires adopting the five core disciplines of lean management: challenge, go and see, kaizen, teamwork and respect.	
09:20-10:00	<b>The Joy Mining Machinery perspective - Cobus Greyling, Operational Excellence Manager, Joy Mining Machinery, RSA</b> - Joy Mining Machinery has for years prided themselves as being the "World's Best Mining Equipment Company", but realized a few years ago that it needs to become a "World Class Company Serving the Mining Industry". In a business where we have large variation in types of available product and low volumes, it was difficult to find similar businesses to benchmark against. Secondly, Joy is a global company with very few of its facilities operating in the same way. It was then decided to create a model that would incorporate as many lean principals as possible and roll this model out to all its facilities. The aim was to create a Lean, Fast, Flexible Company who would delight its customers in everything way. This presentation will share some valuable insights regarding the Lean journey at Joy Mining Machinery.	
10:00-10:40	<b>The Standard Bank Perspective</b> : The Standard Bank Lean Journey - "You do your job and I will do mine", was the silo based mentality that was not creating a reliable customer experience. Looking beyond individual product income statements it was realised that Operations was a factory processing high volume and high repeat transactions. Duplication, inadequate metrics, multiple applications, incapable processes and differing cultures resulted in an unreliable customer experience. In 2005, SUE, "Simplicity, Urgency and Excellence" was conceived as a strategy to deal with the challenge. Lean Manufacturing was embedded as Operations Northern Star. The deployment of Lean Six Sigma as the methodology was supported by an extensive line lean training intervention (2000 people) and yielded R 450 m in benefits. The going was tough with passive resistance to the change and execution difficulties eroding the confidence around sustainability. Join Standard Bank on its own Lean Journey and learn about the plans going forward.	
<b>10:40 – 11:10</b>	<b>Morning Tea</b>	
11:10-12:30	<b>Joy Mining Machinery detail presented by Cobus Greyling, Operational Excellence Manager and Elize Halforty, Lean Manager Joy Mining Machinery</b>	<b>Standard Bank detail</b>
<b>12:30 – 13:40</b>	<b>Lunch</b>	
13:40-14:30	<b>An interactive panel discussion with Jim Womack, David Brunt and Michael Ballé</b>	
14:40-15:30	<b>Closing summary with Norman Faull, Lean Institute Africa</b>	
<b>15:30 – 16:00</b>	<b>Afternoon Tea &amp; depart</b>	



# LEAN SUMMIT AFRICA 2009

## 21 – 23 September 2009 - Registration Form

PLEASE COMPLETE LEGIBLY IN BLOCK CAPITALS – COMPLETE ONE FORM PER PERSON

<b>TITLE (Mr/Mrs/Ms/Dr):</b>	<b>SURNAME:</b>	<b>NAME:</b>
<b>JOB TITLE:</b>	<b>COMPANY NAME:</b>	
<b>COMPANY VAT NUMBER:</b>	<b>CELL NO:</b>	
<b>TELEPHONE NO: (w)</b>	<b>FAX NO:</b>	
<b>EMAIL ADDRESS:</b>		
<b>POSTAL ADDRESS:</b>		

**SPECIAL DIETARY REQUIREMENTS (please tick if appropriate)**

Halaal\*     Kosher\*     Vegetarian     Other (please specify):

Please advise if there are any other special requirements:

\*meals ordered for special diets may incur surcharges as imposed by the venue and will be quoted separately

**STANDARD REGISTRATION (if registered and paid before 4<sup>th</sup> September 2009)**

LIA Subscriber Member/SAPICS Member	R5 750.00	R
Non-Member	R6 250.00	R

**CLOSING REGISTRATION (if registered and paid after 4<sup>th</sup> September 2009)**

LIA Subscriber Member/SAPICS Member	R6 250.00	R
Non-Member	R6 750.00	R

**WORKSHOPS REGISTRATION (Held on 21<sup>st</sup> September only)**

LIA Subscriber Member/SAPICS Member	R1,500.00	R
Non-Member	R2,000.00	R

**Please register me for the following workshop(s) on 21<sup>st</sup> September 2009.  
An additional fee applies as outlined in the document above. Pre registration is ESSENTIAL**

Workshop 1 Full day	Workshop 2 Full Day	Workshop 3 Half day am	Workshop 4 Half Day am	Workshop 5 Half Day am	Workshop 6 Half Day am	Workshop 7 Half Day pm	Workshop 8 Half Day pm	Workshop 9 Half Day pm	Workshop 10 Half Day pm
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**+ 14% VAT**    R \_\_\_\_\_

**Total amount due**    R \_\_\_\_\_

**PAYMENT DETAILS** - All cheques to be made payable to Upavon Management. Payment may alternatively be made directly into any branch of FIRST NATIONAL BANK for the credit of Upavon, account details as below. Please fax copy of the deposit slip to Upavon on fax number (011) 315 3311:

Title of account: Upavon Management (Pty) Ltd  
Branch & Code: CARLSWALD (25-01-17)

Bank: First National Bank  
Account Number: 5132 0133 055

**For identification purposes, please insert the invoice number or the applicants name in the reference box of the bank deposit slip.**

Name of Cardholder:

Card Type:	Visa	Mastercard	American Express	Diners Club
Card Number				
Expiry Date			Last 3 digits on reverse of card	

Signature of Cardholder:

In the event of cancellation, 50% of fees will be credited provided cancellation in writing is received prior to 07 September 2009. After that date, no credits or refunds will be made. You are however welcome to provide a substitute in your place. Please notify the Secretariat in writing of any such substitution. SUBMISSION OF A REGISTRATION FORM SHALL BE DEEMED TO BE ACCEPTANCE OF THE ORGANISERS' TERMS AND CONDITIONS, AND SHALL BE JOINTLY AND SEVERALLY BINDING ON APPLICANT AND THE APPLICANT'S CORPORATE ENTITY.

Signature of Applicant:

**PLEASE COMPLETE AND RETURN THIS FORM TO THE CONFERENCE SECRETARIAT  
(NB: Please contact the Secretariat if you do not receive registration confirmation within 2 working days)**

Upavon Conferences & Incentives, PO Box 14094, Vorna Valley, Midrand 1686  
Telephone: 27 11 805 6616 ● Fax: 27 11 315 3311 ● email: [upavon@icon.co.za](mailto:upavon@icon.co.za)