



TWIMS

Lean Supply Chain Management

TWIMS EXECUTIVE DEVELOPMENT PROGRAMME

How lean is your supply chain?

R20 000 ex VAT | Date: 21st - 24th June 2021

Course overview:

The Lean Supply Chain Management (SCM) EDP, focuses on the extension of lean management philosophies and practices through manufacturing supply chains. The course considers how advanced manufacturers (and their major customers) position their supply chains for competitive advantage and optimize them through the application of lean principles to ensure value chain innovation, flexibility, reliability, quality, and overall waste reduction, especially within a South African manufacturing context. The course positions lean SCM within the literature on strategic SCM and starts with an exploration of traditional supply chain management approaches. It analyses the limitations of these approaches for manufacturers attempting to advance their process and product capabilities, in alignment with ever more demanding market requirements.

The key elements of lean supply chain management are explored, and the underlying benefits of using lean supply chain management methodologies as an effective management system are unpacked. Foundational lean philosophies and processes are also delved into such as JIT, TQM, Kaizen and Lean Leadership, and why the aligned adoption of these fundamentals is critical to creating flow through value chains. The Lean SCM Partnership Hierarchy model is explored in detail, including vendor management and vendor development approaches. The use of Enterprise-level Value Stream Mapping as the primary tool to unpack and explore the opportunities for competitiveness improvement within supply chains is shared.

The first two days of the course cover these key tenants via seminar, brainstorming and case study exploration. The course then considers the application of these methodologies, and the associated competitiveness advances secured, via a factory visit. Participants then present their lean SCM improvement ideas from the factory visit in syndicated teams on Day 4. A consolidation session follows, concluding with a personal reflection exercise and a review of the major learnings to have emerged from the course.

Learning outcomes:

At the end of the course, participants will have secured a substantially deeper understanding of Lean Supply Chain Management opportunities and challenges within complex value chains, and the central importance of Leadership to successful lean Supply Chain Management implementation.

Who should attend?

Senior manufacturing managers and executives, and public-sector executives with manufacturing portfolios. The course will be taught at a post-graduate level and so executives should preferably have a graduate-level qualification.

Certification:

Participants who attend all four days of the course, and who successfully complete the syndicate project, will earn a TWIMS Lean Supply Chain Management certificate.



Course Framework:

Course	Key Focus Points
Day 1	<ul style="list-style-type: none">• Lean leadership within complex Global Value Chains• Visualising value chain streams• Fundamentals of lean supply chain management
Day 2	<ul style="list-style-type: none">• Lean supply chain management case studies: Successes and failures• Key lean supply chain tenets: Waste identification, Just in Time processes,• Kaizen-Continuous Improvement and Problem Solving
Day 3	<ul style="list-style-type: none">• Partner Hierarchy Model, Lean Vendor Management• Enterprise Value Stream Mapping• Factory Visit
Day 4	<ul style="list-style-type: none">• Syndicate assignment preparation and delivery• Consolidation and Reflection

Course facilitator

The course is facilitated by Prof. Justin Barnes, Associate Professor at the Gordon Institute of Business Science and TWIMS' Executive Director, and Khavitha Singh, the Toyota Head of Lean Management at



Prof. Justin Barnes is an Associate Professor at the Gordon Institute of Business Science and TWIMS' Executive Director. Justin has worked in the South African manufacturing sector since 1995. All of his qualifications are from the University of Natal, with his BA Hons (Geography) completed cum laude in 1994, his MSocSci (Development Studies) completed cum laude in 1995 and his PhD (Development Studies - industrial specialisation), completed in 2001. Justin has developed strategies and supported lean implementation projects at numerous firms. He has also advised several national governments on their industrial and trade policies. Justin has published extensively, and his

Khavitha Singh is the Toyota Head of Lean Management at TWIMS. Khavitha has worked within the Operations Leadership, Continuous improvement, and Capability Development space for 16 years. Her industry experiences have ranged from pharmaceuticals, oil and gas, to consulting and logistics in South Africa, Mozambique, and Germany. She has an MBA (UCT, GSB), a BPharm (Rhodes), and an ALDP (NMMU). Prior to joining TWIMS in early 2020, Khavitha worked for several companies, including Nike, BPSA, Johnson & Johnson, Aspen Pharmacare, and the Lean Institute Africa. In addition, she is currently a co-founder of two consulting companies,



Course cost:

Course attendance costs R20,000 ex VAT per participant. This is fully inclusive of all refreshments, teas and lunches over the course of the four days, as well as all course stationary. The cost excludes any accommodation.

Venue and accommodation:

The course is run at the TWIMS campus, 74 Everton Road, Kloof, from 08:30 to 16:30 over each of the four days. Affordable, luxury accommodation is available on-site at an additional cost. Please see the TWIMS website (www.twimsafrica.com) for further details.

Covid-19 mitigation steps:

TWIMS follows strict protocols to mitigate the threat of Covid-19. We use an 80-seater auditorium for the class to ensure adequate social distancing is observed at all times; everyone on campus is temperature checked daily; all venues are sanitized daily; food and beverages are served individually; and the wearing of masks is strictly enforced while on campus.

Applications:

Participation is limited to a maximum of 32 executives. Application for participation can be made on-line at www.twimsafrica.com. The TWIMS admissions committee reserves the right to accept only those applicants who are likely to benefit from the programme and who can make a full contribution to group activities.

