

How Lean Is Your Supply Chain?

TWIMS Campus | 16 - 18 & 25 August 2022

Course overview:

The Lean Supply Chain Management Executive Short Course 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 optimise them through the application of lean principles to ensure value chain innovation, flexibility, reliability, quality, and overall waste reduction, within a South African manufacturing context.

The course positions lean supply chain management within the literature on strategic supply chain management 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-increasing demand in 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. We delve into foundational lean philosophies and processes such as JIT, TQM, Kaizen and Lean Leadership and why the aligned adoption of these fundamentals are critical to creating flow through value chains. The Lean supply chain management 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 three days of the course cover these key tenets 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. An immersive game simulation is incorporated into the programme, to ensure that learnings are applied and actualised. Participants then present their lean supply chain management improvement ideas from the factory visit in syndicated teams on Day 4 (a week later via online engagement). 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. They will also understand the central importance of leadership, non-traditional vendor partnering approaches and Enterprise Value Stream Mapping for successful lean supply chain management implementation. Participants who attend all four days of the course, and who successfully complete the assignment, will earn a TWIMS Lean Supply Chain Management certificate.

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.



Course Framework:

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

Course facilitator:



This course is facilitated by Khavitha Singh, 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, focusing on organisational optimisation and leadership development.

Course cost:

Course attendance costs R16,000 ex VAT per participant. This is fully inclusive of all refreshments, teas and lunches over the course of the first three days, as well as stationery. 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 for the duration of the three days. The fourth day of the course will be delivered online. Affordable, luxury accommodation is available on-site at an additional cost. Please see the TWIMS website (www.twimsafrica.com) for further details.

Applications:

Participation is limited to a maximum of 25 executives. Application for participation can be made online at www.twimsafrica.com, or by contacting andrea.govender@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.

Covid-19 mitigation steps:

WIMS follows strict protocols to mitigate the threat of Covid-19. We require proof of Covid-19 vaccination to participate in the course; and use an 80-seater auditorium to ensure adequate social distancing is observed. In addition, everyone on campus is temperature checked on arrival, all venues are sanitised daily, food and beverages are prepared safely and the wearing of masks is strictly enforced while on campus.



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