Country Management Development Program

Day 2

Journey to a World Company Through OPERATIONAL EXCELLENCE

Time	TOPIK
08.30 – 10.00	**Pembukaan** **Operational Excellence and Lean Management Fundamentals** ▪ Sub Modul : What, Why and How it Matters **Aktivitas :** ▪ Briefly review and engage them on how Lean and Operational Excellence can enhance their existing performance, fostering unity and encouraging attendees to think creatively as entrepreneurs within their SBUs.
10.00 – 10 15	**BREAK**
10.15 – 12.15	**Driving Operational Excellence with Lean Management Tools** ▪ Sub Modul : How Lean methods and tools can increase value and eliminate 7 types of waste, supported by effective Root Cause Analysis. **Aktivitas :** Case study on eliminating 7 types of wastes through effective Root Cause Analysis
12.15 – 13.00	**LUNCH**
13.00 – 15.45	**Operational Excellence Initiatives in My Unit (Simulation)** ▪ Sub Modul : Execution in each function **Aktivitas :** Simulation in each function, referring to case studies that address existing pain points, unmet targets, or goals to be achieved
15.45 – 16.00	**BREAK**
16.00 – 17.15	**Lean Gallery Walk & Feedback Session** Sub Modul : Ensuring understanding and capability in identifying 7 types of waste and applying effective Root Cause Analysis. Ensuring understanding and capability in identifying 7 types of waste and applying effective Root Cause Analysis. **Aktivitas :** Presentations by each function team, followed by feedback from other teams and the trainer. **Komitmen & Rencana Tindakan** **Rangkuman** **Evaluasi** **Penutupan**

Training Objectives

Understand Fundamentals

Gain a solid grasp of OE and Lean basics for practical use.

Apply Lean Tools

Use proven methods to identify and eliminate waste efficiently.

Simulate Projects

Engage in realistic exercises to practice improvement initiatives.

Receive Feedback

Learn from peers and trainers to refine skills and approaches.

MODUL 1

STRATEGY FOCUSED ORGANIZATION

DISCUSSION

1. From a helicopter view, what do you think are the current problems in the company?

2. In your opinion, what problems exist in your department right now?

3. What do you think are the solutions to those problems?

What is Operational Excellence?

Definition & Goals
Focus on consistent, efficient, and high-quality operations that align with business goals.

Strategic Connection
Supports organizational objectives by improving processes and outcomes continuously.

Lean Foundation
Lean principles drive waste elimination and process optimization to achieve Operational Excellence.

Be BEST

Business Excellence through Sinergized Teamwork

Excellence through Integration and implementation of a range improvement initiatives Excellence in WCC (World Class Company) through TPM & TPS)

Focus on

- Transformational Leadership

- Improving Competency

- Visioning & Strategic Focused Organization

- World Class Company Culture

Approach

Developing Agent of Change

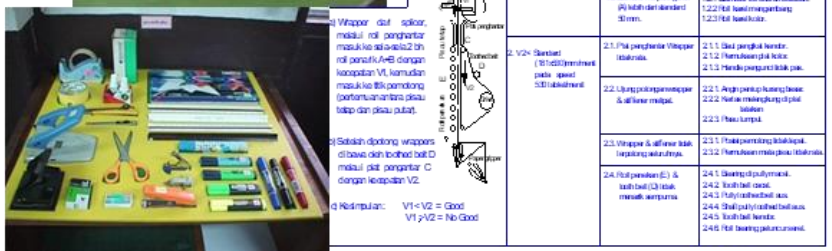
Implementing Pilot Project for Improvement both in Shop Floor-Office-SCM-TPM-TPS

Systematic Assessment/ Audit

INTANGIBLE BENEFIT MIERUKA

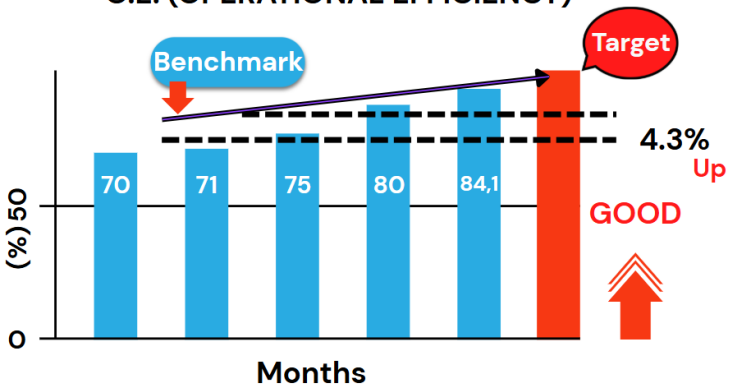
TAG APPLICATION

PM ANALYSIS



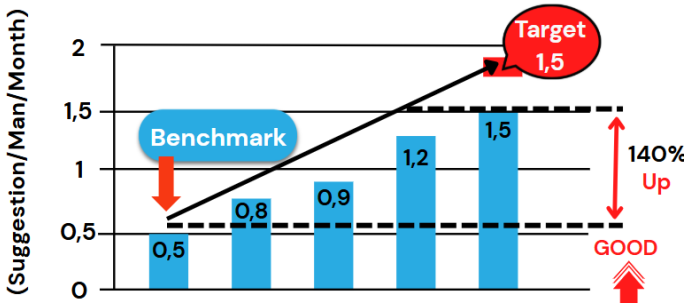
TANGIBLE BENEFIT IMPROVE QCDSMPE

O.E. (OPERATIONAL EFFICIENCY)



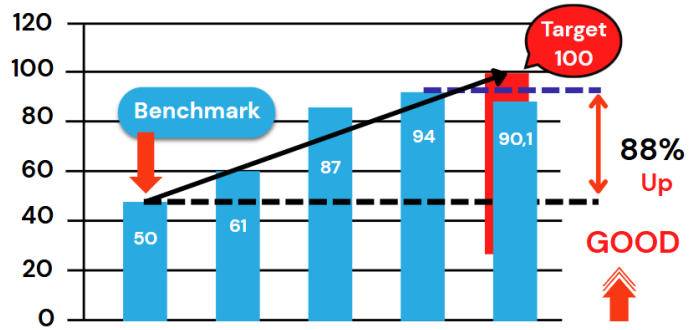
RESULT:

SUGGESTION FOR IMPROVEMENT



RESULT:

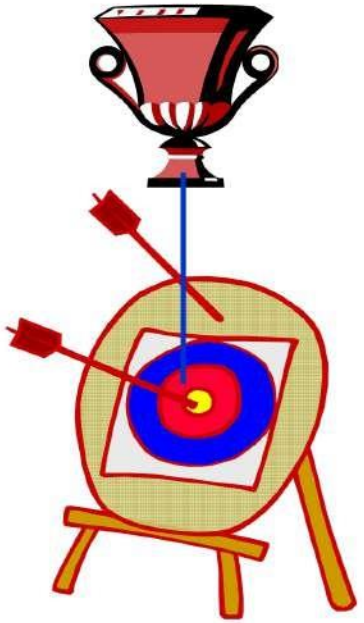
CONFORMANCE TO SCHEDULE



C-SMARTAC

COMPETENCE

OBJECTIVES
TARGET



Commitment
Specific
Measurable
Achievable
Realistic
Timely
Alligned
Challenge

MODUL 2

OPERATIONAL EXCELLENCE & LEAN MANAGEMENT FUNDAMENTALS

How Lean Methods and tools can increase value and eliminate 7 types of waste, supported by effective Root Cause Analysis.

Lean Fundamentals

5 Core Principles

- Value
- Value Stream
- Flow
- Pull
- Perfection

Value vs Waste

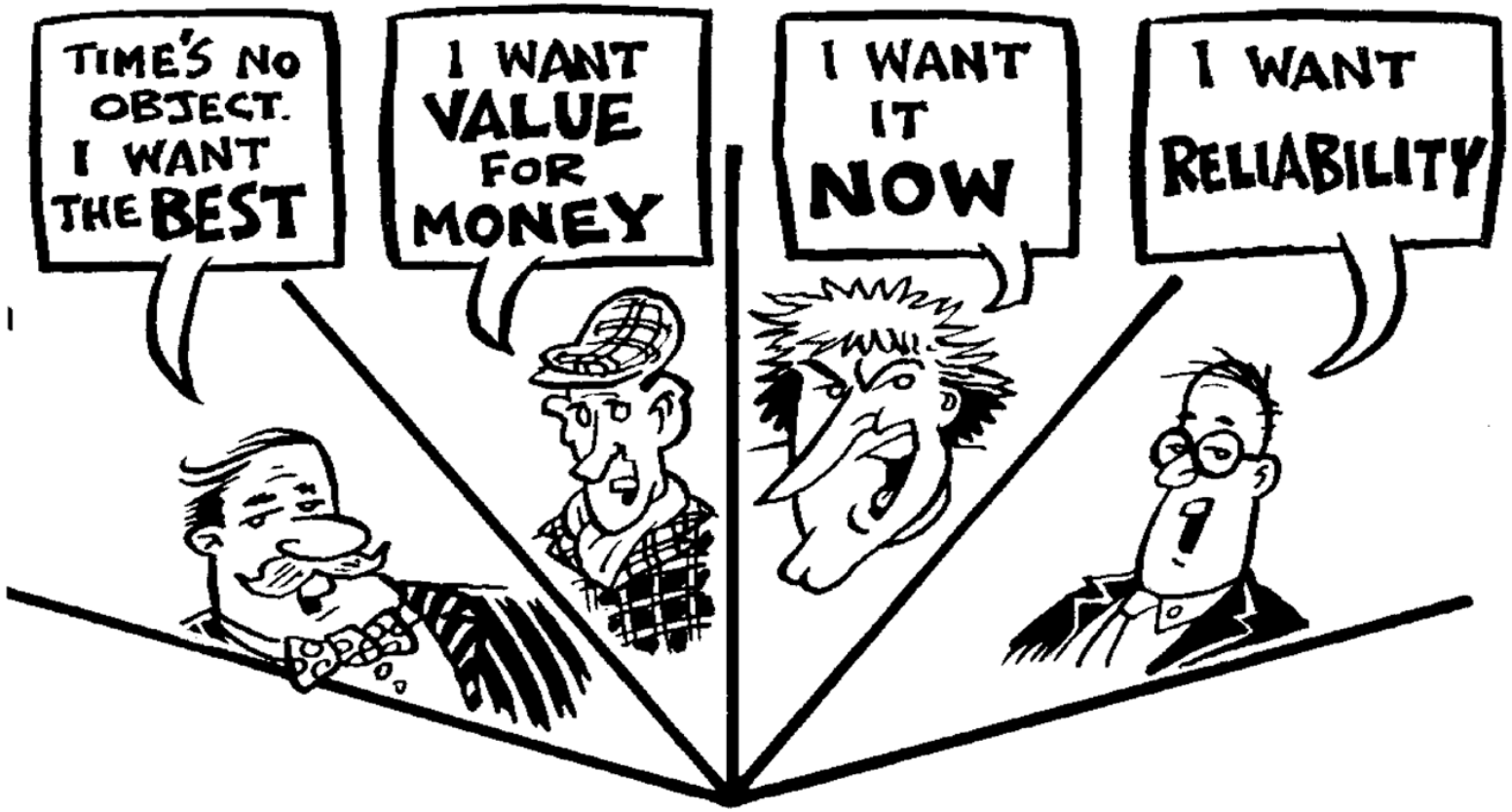
Create value from customer's perspective, reduce anything non-value added.

Continuous Improvement

Kaizen mindset encourages incremental, ongoing enhancements in processes.

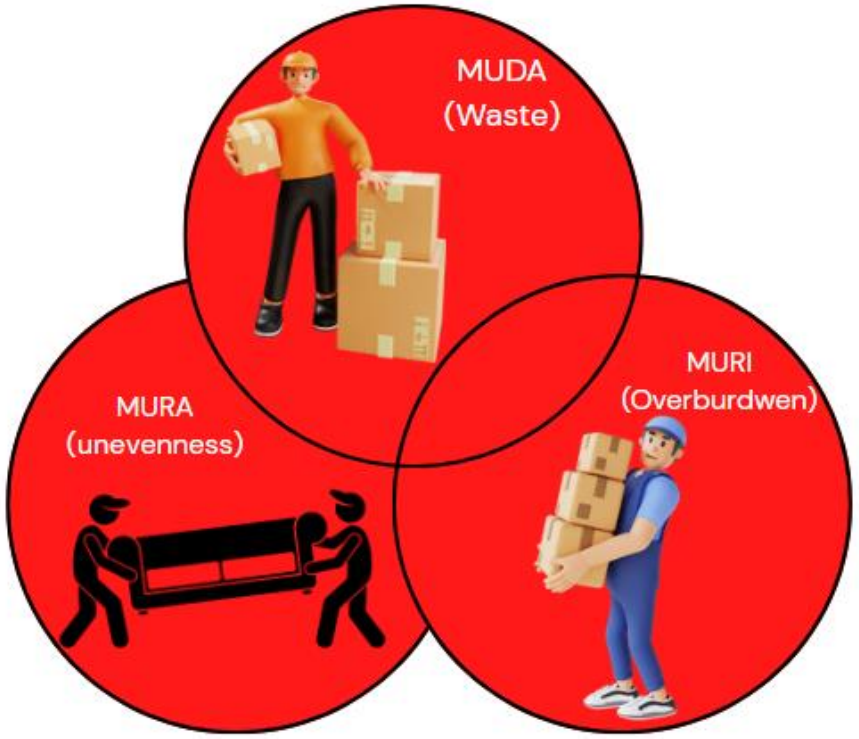
KNOW YOUR CUSTOMERS

(Internal (Next Process) and External)



To achieve TPS objectives, we must be able to eliminate Muda Mura Muri

What are Muda Mura Muri?

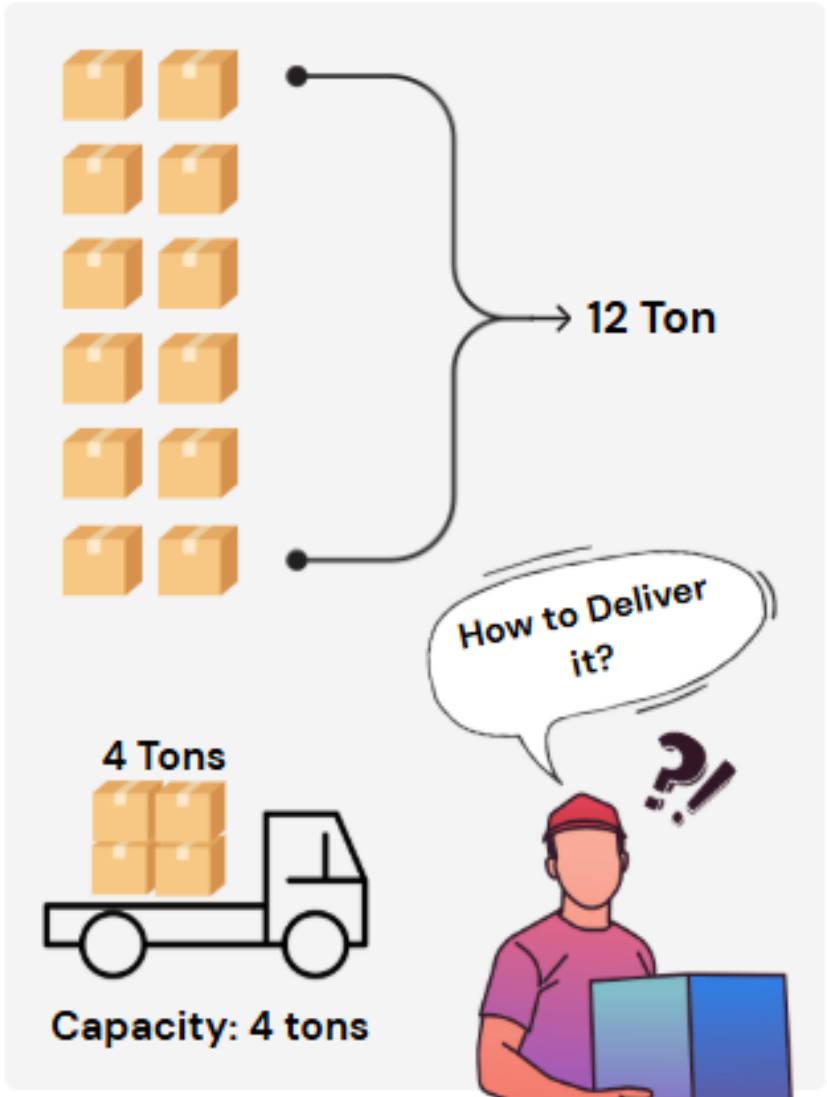


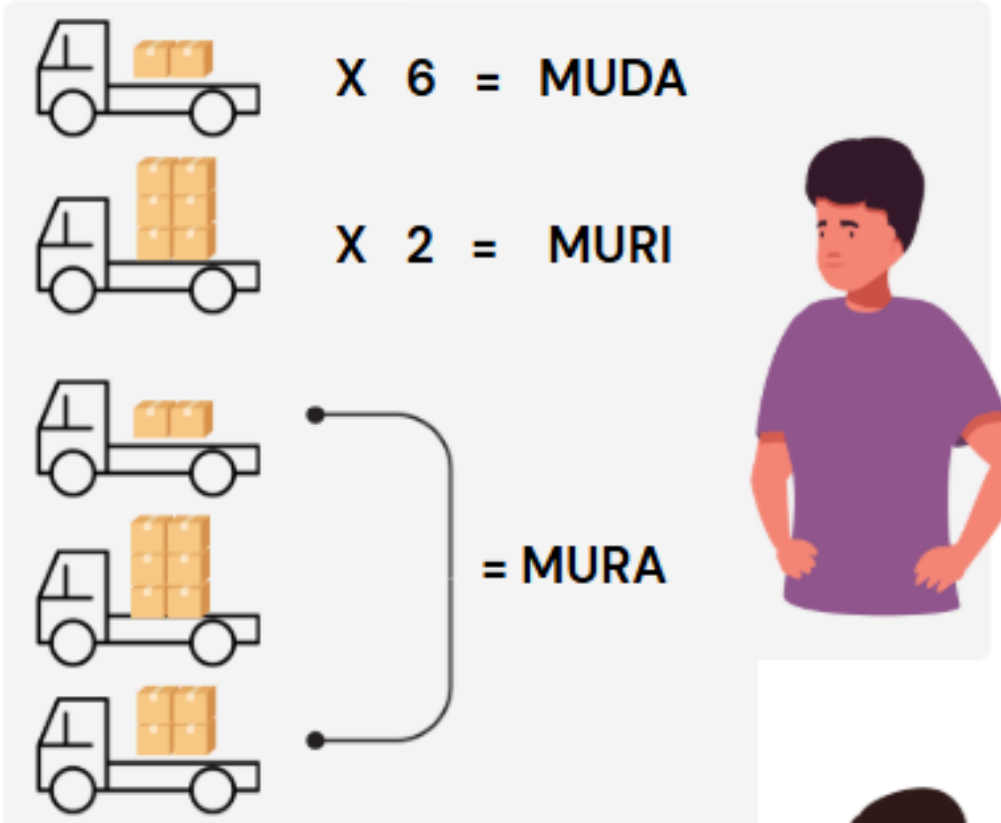
MUDA, anything (or action) that do not add value to the end result (Non Added Value)

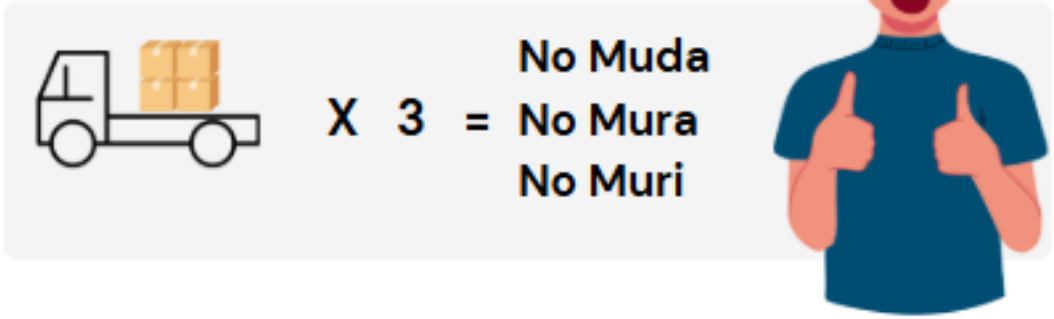
MURA, irregularities, unbalanced

MURI, Process that will overload equipment or manpower beyond their capabilities

EXAMPLES OF MUDA MURA MURI





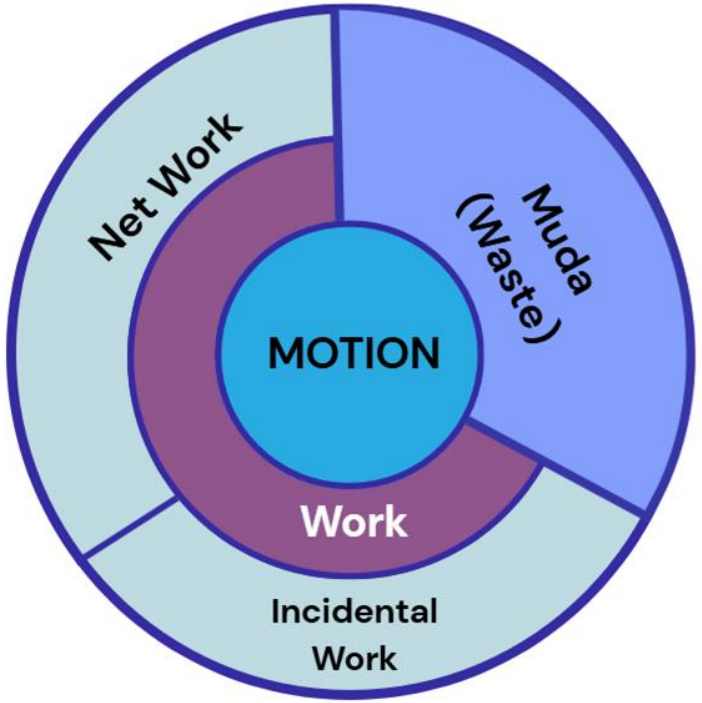


ADDED VALUE OR NON-ADDED VALUE?

In order to recognize Muda (waste) in our work, we must be able to distinguish movements into three categories, namely:

Work Motion Breakdown

Value Added Work

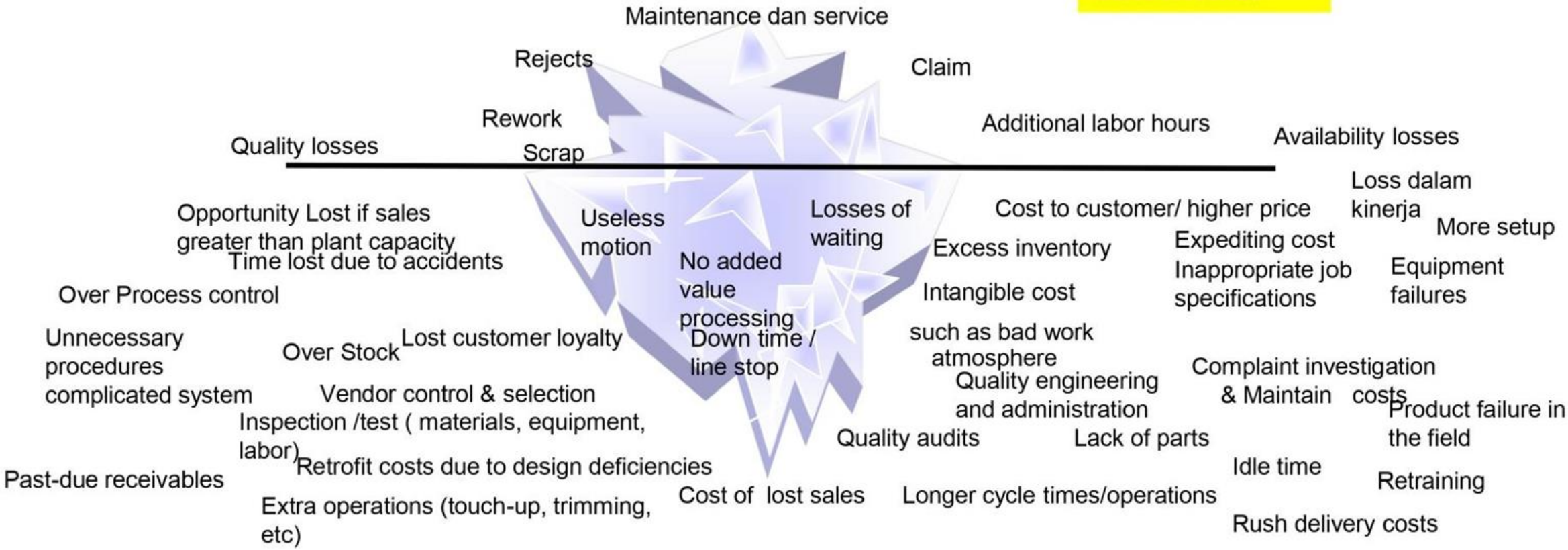


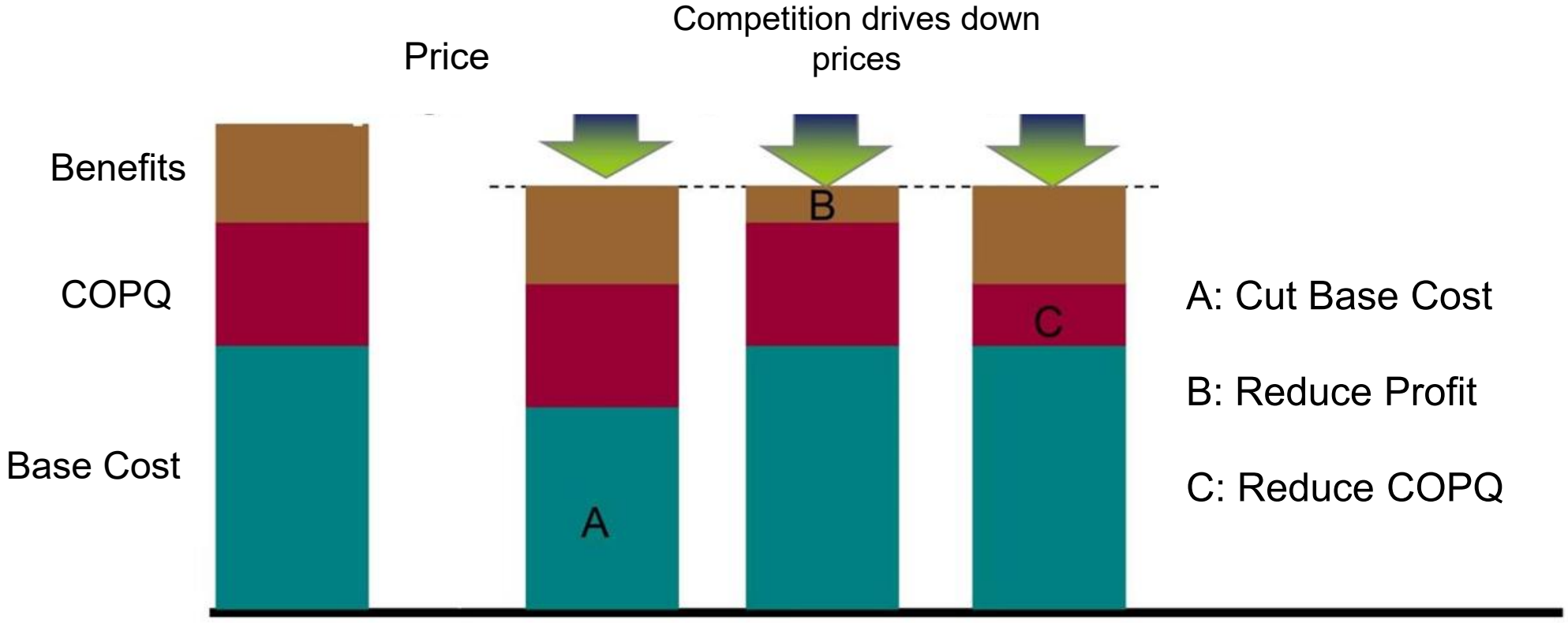
Wasteful work (such as rework, waiting, walking without performing any task, etc.)

Supportive work (does not add value but is necessary at the moment, such as picking up dropped parts, opening boxes, etc.)

Like an iceberg…….the hidden cost COPQ

20 – 40 % Lost of Sales Revenue




Price
Competition drives down prices
Benefits
COPQ
Base Cost
A
B
C
A: Cut Base Cost
B: Reduce Profit
C: Reduce COPQ

7 TYPES OF WASTE

7 WASTES
T- Transportation
I- Inventory
M- Motion
W- Waiting
O- Over Production
O- Overprocessing
D- Defects

Transport	Unnecessary movement of materials
Inventory	Excess raw materials or WIP
Motion	Unnecessary movement by people/equipment
Waiting	Idle time when people or machines wait
Overproduction	Producing more than needed or earlier than needed
Overprocessing	Doing more than what is required
Defects	Rework, rejects, or wasted effort

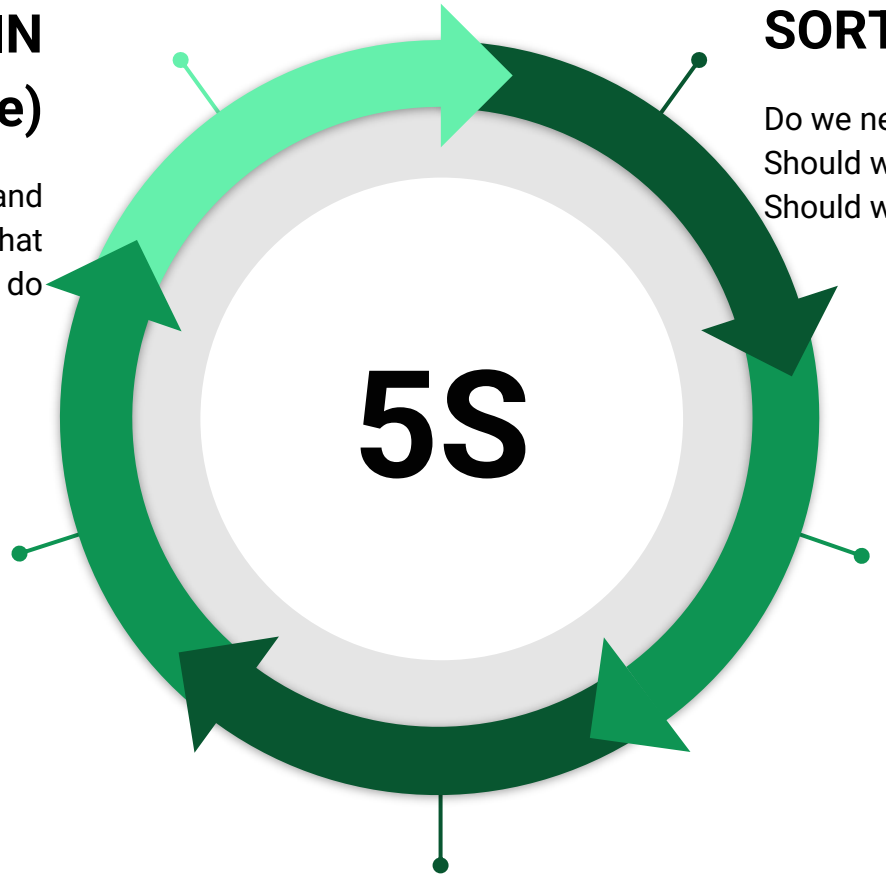
5S

SUSTAIN (Shitsuke)

Perform audit and continually improve what you do

SORT (Seiri)

Do we need it?
Should we keep it?
Should we dump it?



STANDARDIZE (Seiketsu)

Detail and display working procedure for everyone to see

SET IN ORDER (Seiton)

Find a logical sensible place for everything

SHINE (Seiso)

Keep everything in its proper place and keep the environment clean

DISCUSSION

Identify 7 type of wastes, Mura and Muri that is present in your department and process and how to deal with those!

(Use form template in excel)

Each Function get involved in the discussion

MODUL 3

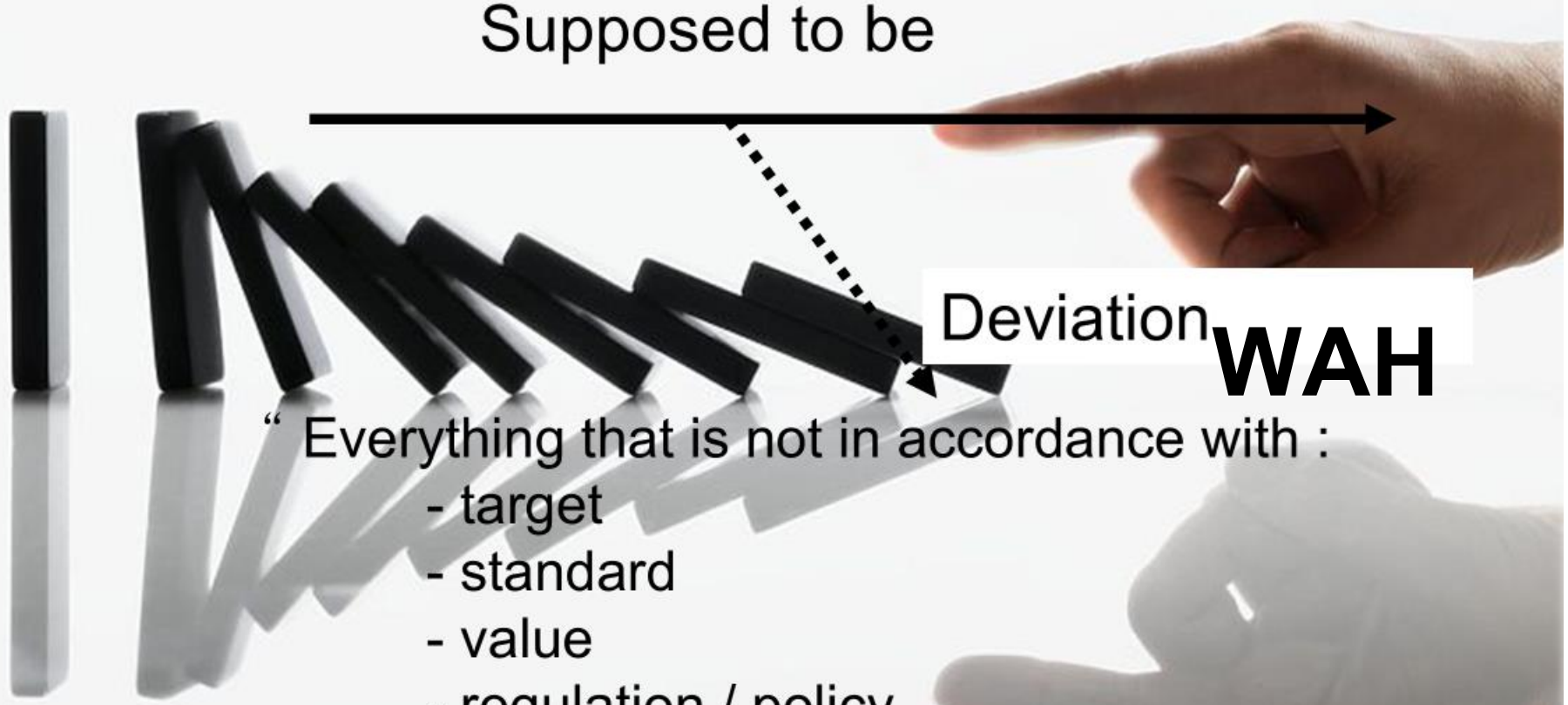
CONTINUOUS IMPROVEMENT

PDCA & Root Cause Analysis

What is Problem

WSBH

Supposed to be



Deviation

WAH

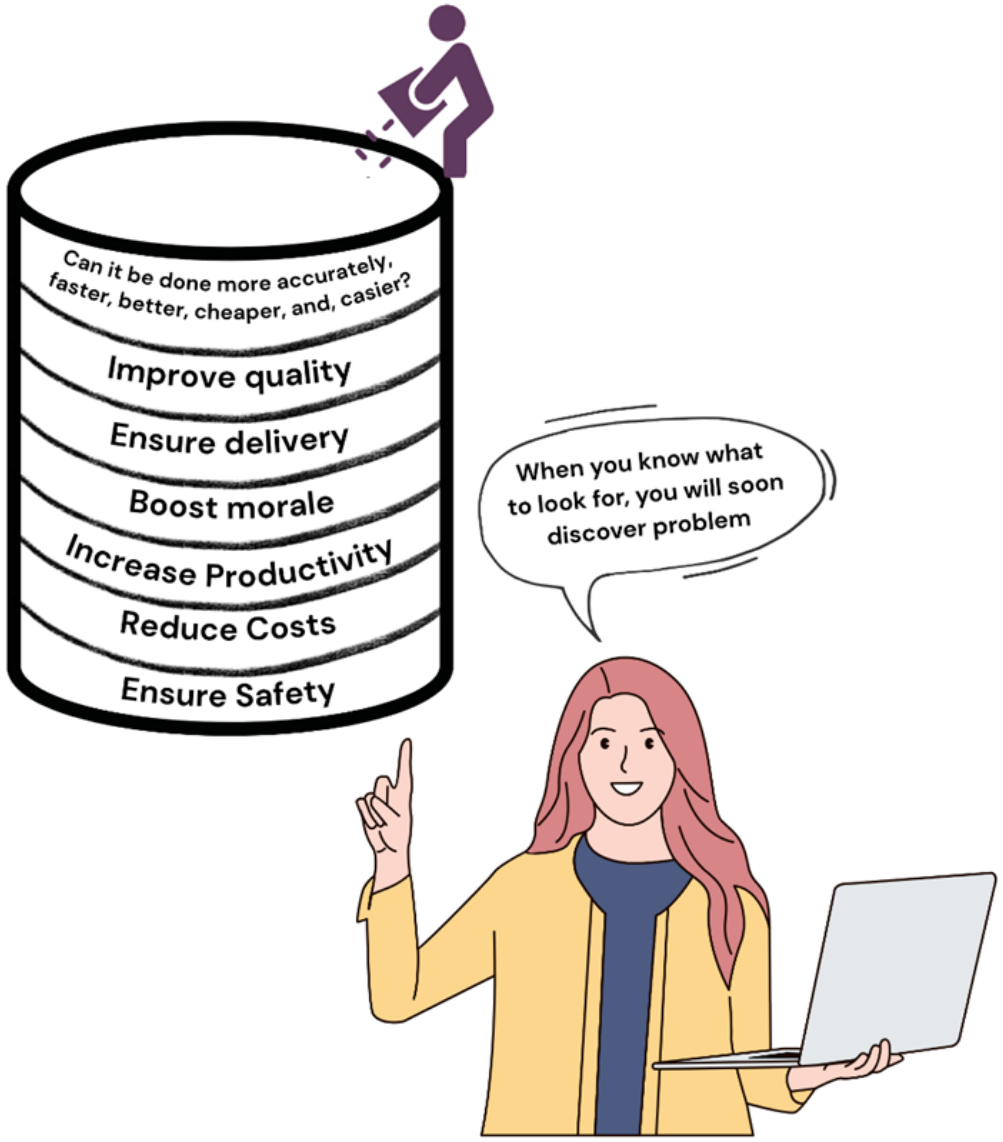
" Everything that is not in accordance with :

- target
- standard
- value
- regulation / policy

DISCUSSION

Complement the 7 identified wastes by applying the following Continuous Improvement approach

WSBH VS WAH

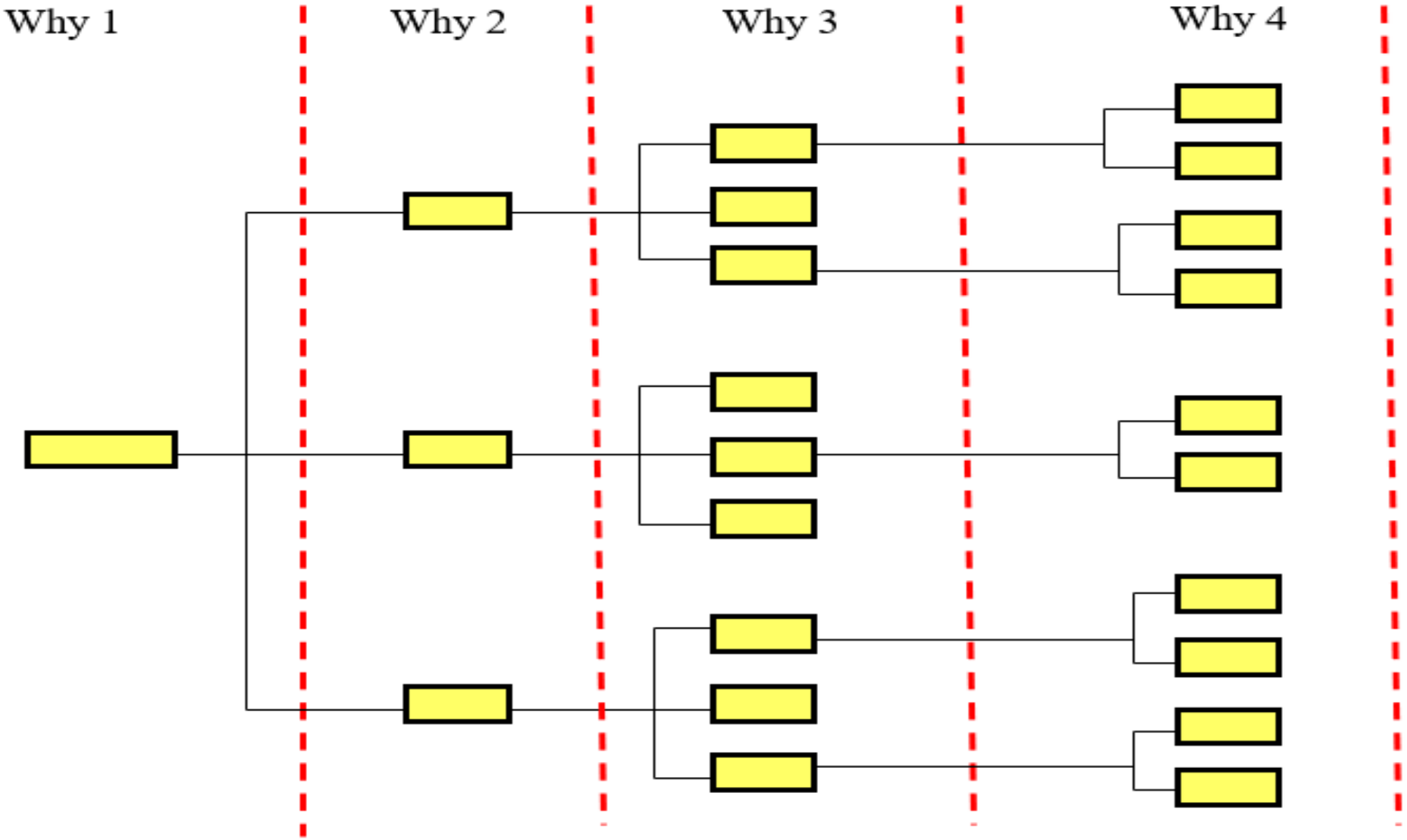


Questions to find your problem theme:

1. Is there anything that can be made more accurate and better Quality?
2. Is there anything that can be made faster?
3. Is there anything that can be improved?
4. Is there anything that can be made more cost-effective and more productive?
5. Is there anything that can be made easier?
6. Is there anything that can be made lighter (less burdensome)?
7. Is there anything that can be done with more enthusiasm?
8. Is there anything that can be made safer?
9. Etc

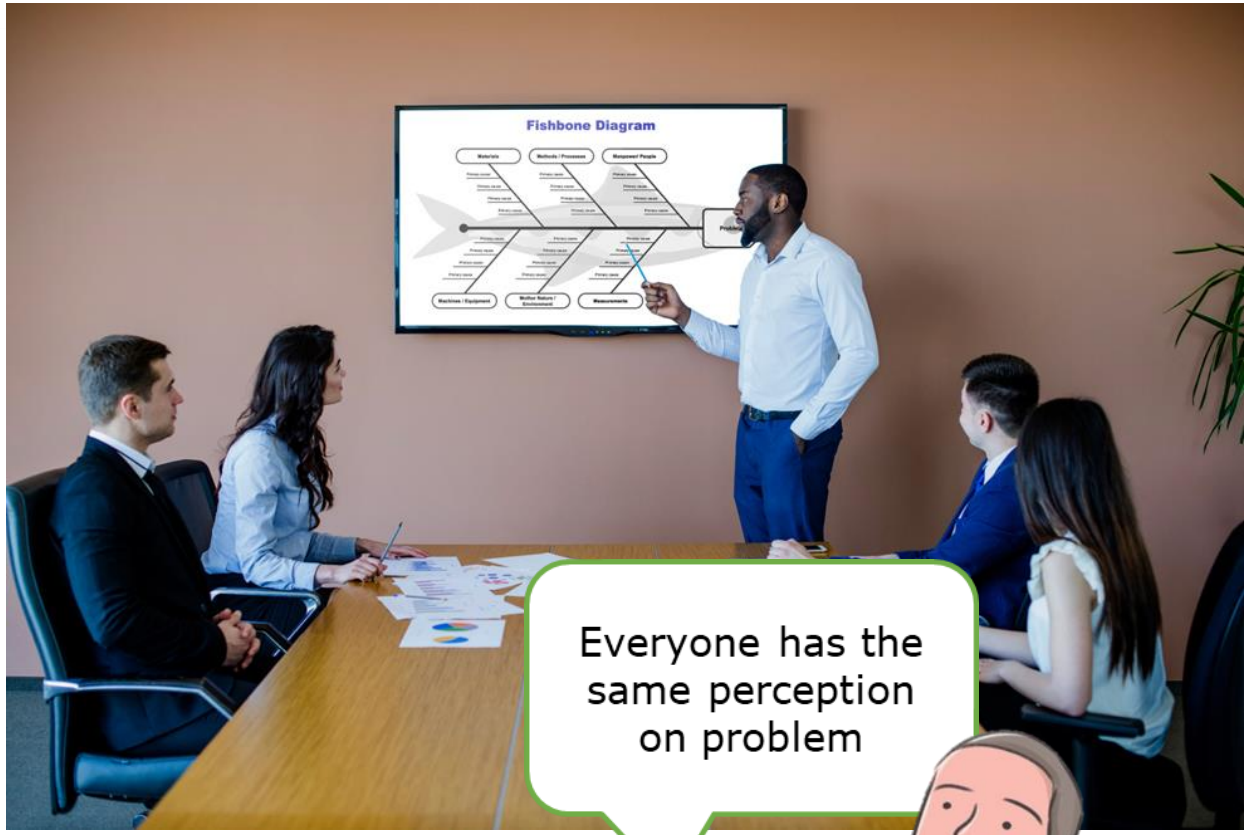
Accurate, Fast, Affordable, Easy, Light, Enthusiastic, Safe, Sustain, etc

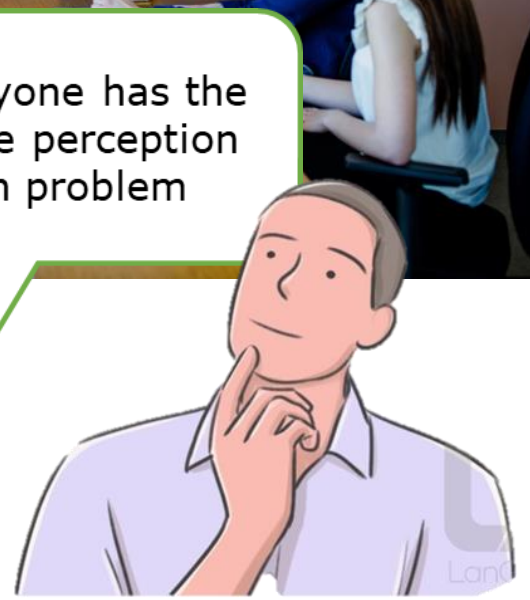
FORMAT TD for 5 WWBLA



POTENTIAL CAUSE ASPECTS : 6MOP

- MATERIAL
- MARCHINERY/EQUIPMENT
- MAN/WOMAN
- METHOD
- MEASUREMENT
- MOTHER NATURE INVORENMENT
- ORGANIZATION
- PROCEDURE

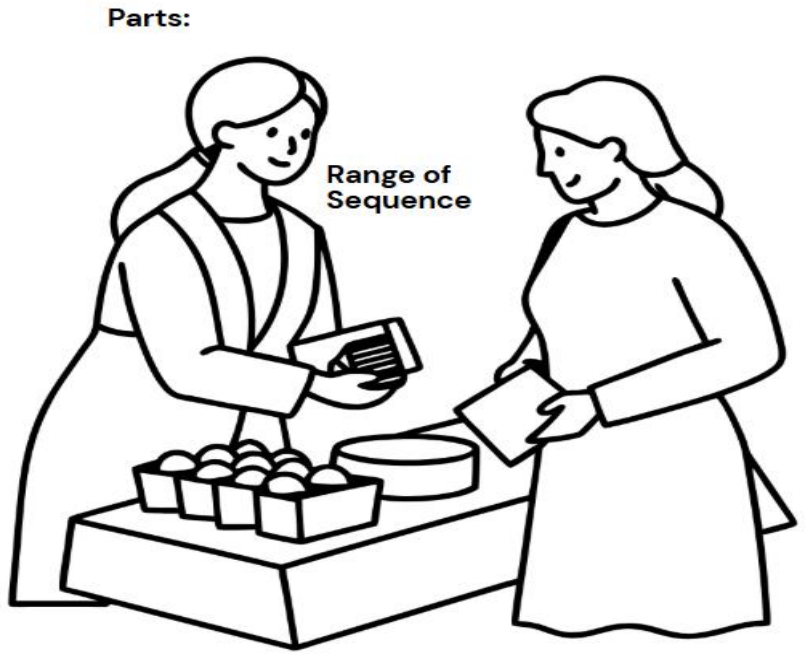




SCAMPERSCE

FINDING IMPROVEMENT IDEAS

- **Substitution & Replacement** : What can you substitute or replace? (materials, processes, people, tools, part, etc.)
- **Combine & Separate**: What can you Merge two or more elements, or break one element into smaller parts?

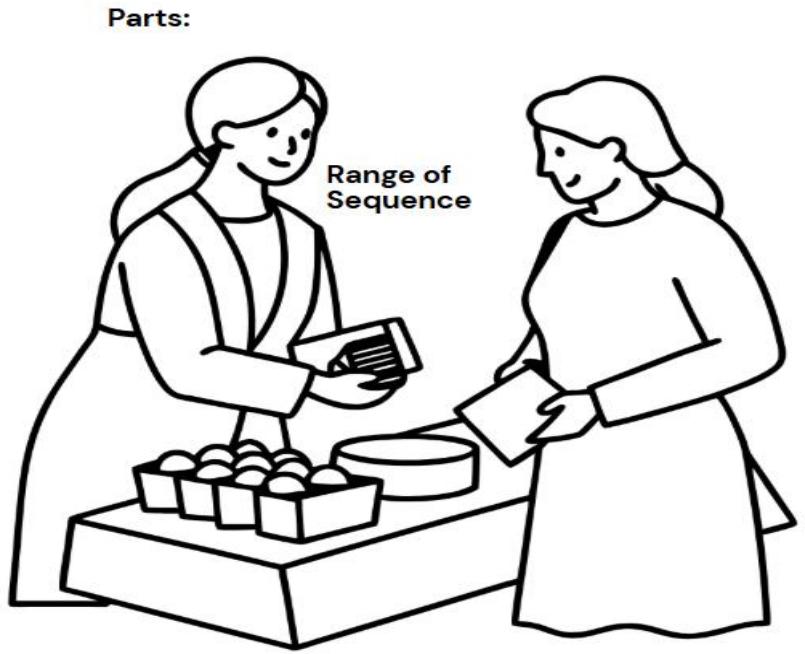


- **Adapt - Alter**: What can you adjust or modify for a better fit?
- **Magnify-Minify :** What can you change in scale, shape, or appearance?
- **Put to other purpose**: Can you use it differently or for another purpose?
- **Elimination & Add (Augment)**: What can you Remove unnecessary parts, or add something to enhance value or performance
- **Reversal**: What can you reorder or reverse to see it from a new angle?
- **Change of Sequence**: Rearrange the steps, order, or workflow to improve or innovate the process
- **Enlarge & Reduce**: Expand or shrink the overall scope, boundaries, or reach of a product or process

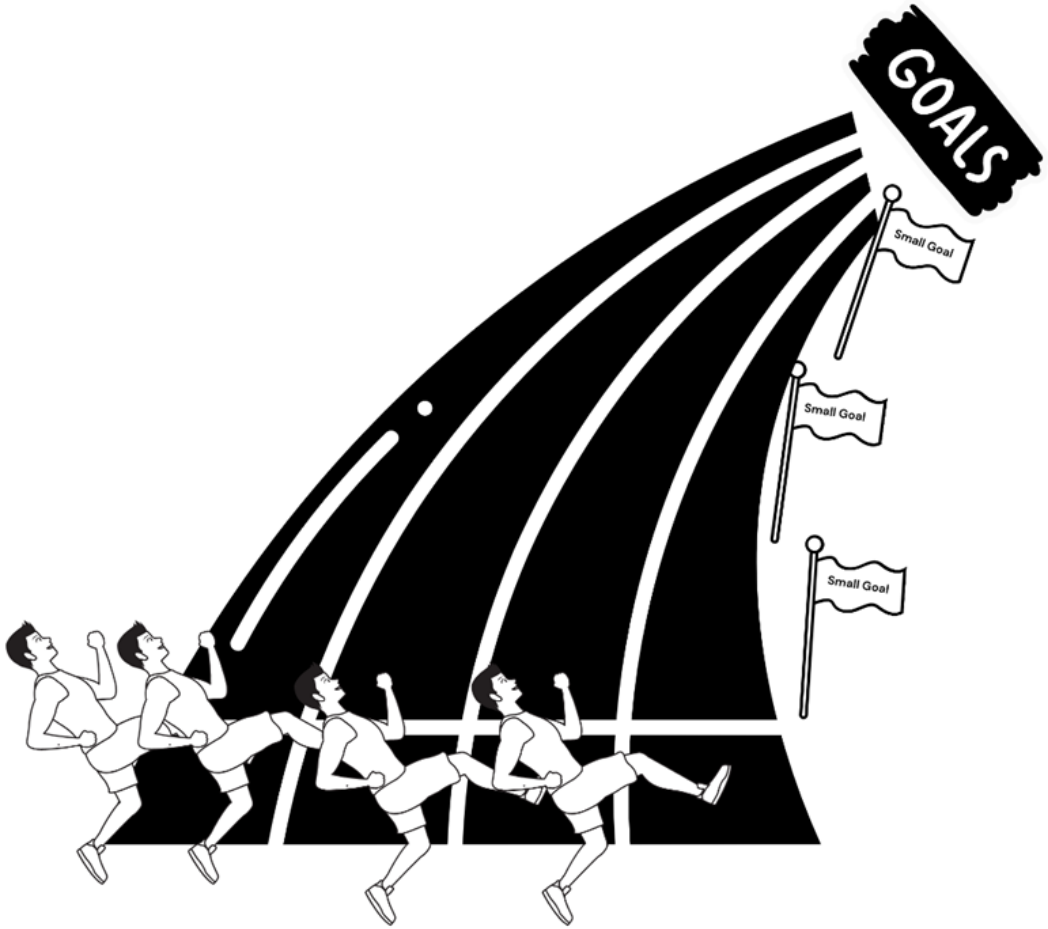
SCAMPERSCE

FINDING IMPROVEMENT IDEAS

- **Substitution & Replacement** : Apa yang terjadi bila penggunaan sesuatu diubah settingnya atau malah diganti? (material, proses, orang, alat, bagian, dan lainnya)
- **Combine & Separate**: Apa yang terjadi bila dua atau lebih elemen digabungkan menjadi satu? Atau satu elemen dipecah menjadi dua?



- **Adapt - Alter**: Apa yang bisa diubah atau modifikasi supaya lebih sesuai?
- **Magnify-Minify :** Apa yang bisa diubah secara skala, bentuk maupun tampilan?
- **Put to other purpose**: Apakah bisa digunakan dengan cara yang berbeda atau untuk kegunaan lain?
- **Elimination & Add (Augment)**: Apa yang bisa dihilangkan atau ditambahkan untuk menambahkan value?
- **Reversal**: Apa yang bisa di atur ulang maupun dibalik urutannya?
- **Changing of Sequence**: Apa yang terjadi bila urutan kerja/proses diubah untuk memperbaiki prosesnya?
- **Enlargement & Reduce**: Apa yang terjadi bila cakupannya diperbesar atau dikurangi?

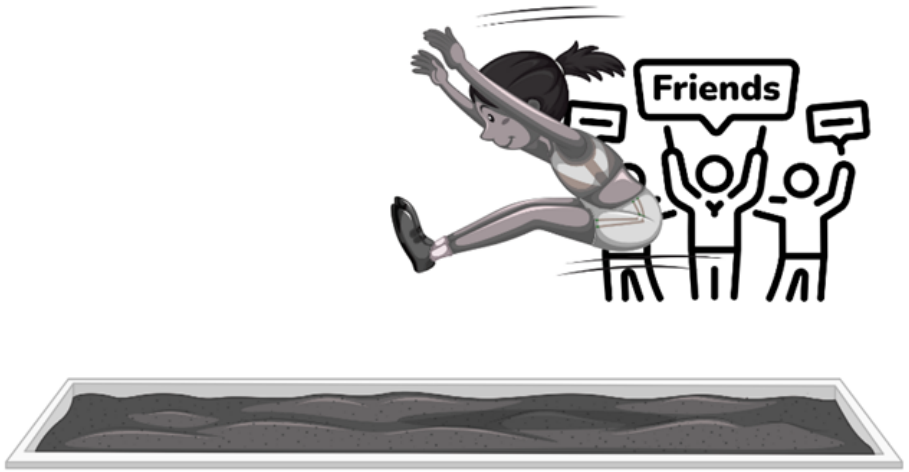


IMPLEMENT THE IMPROVEMENT IDEAS

1. Create a shared understanding and consensus before implementation.
2. Consider risk factors to ensure real improvements are not disrupted.
3. Use data to validate and support the expected results.
4. Be alert to potential unwanted outcomes.
5. REMEMBER: this is a gradual improvement process! gradual

Check the results using benchmarks or 'control points', and the method used is the same as the analysis step. This way, the results before and after can be compared.
This measurement can be done based on benchmarks, QPC (Quality Productivity Cost)

Point	Before	After
Quality		
Productivity		
Cost		
Delivery		
Safety		
Morale, etc		



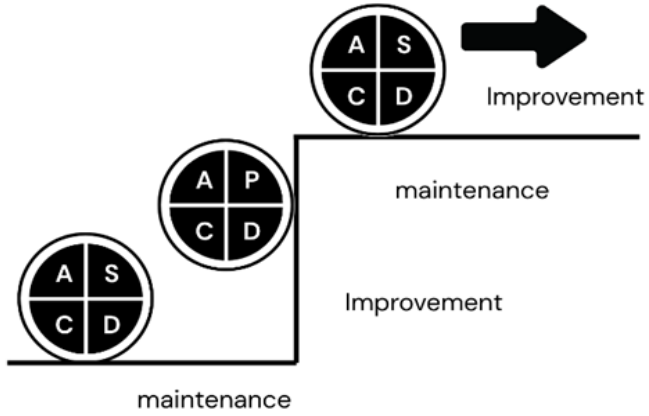
NOTE!

- Make sure every point is measurable
- Use real data (not assumptions)
- Accurate "Anakonda"

Effective countermeasures should be established as standards to prevent the same problems from recurring.
There are two main reasons why standardization is necessary:

Without a standard, over time the countermeasures that have been implemented will gradually be forgotten, and the old methods will be used again-causing the same problems to reoccur.

✓ Without a clear standard, the same problems are likely to arise again when there is a change in personnel.



REMEMBER !

The Goal behind standardization is to keep the improvement result

MODUL 4

OPERATIONAL EXCELLENCE INITIATIVES IN MY UNIT

Execution in each function

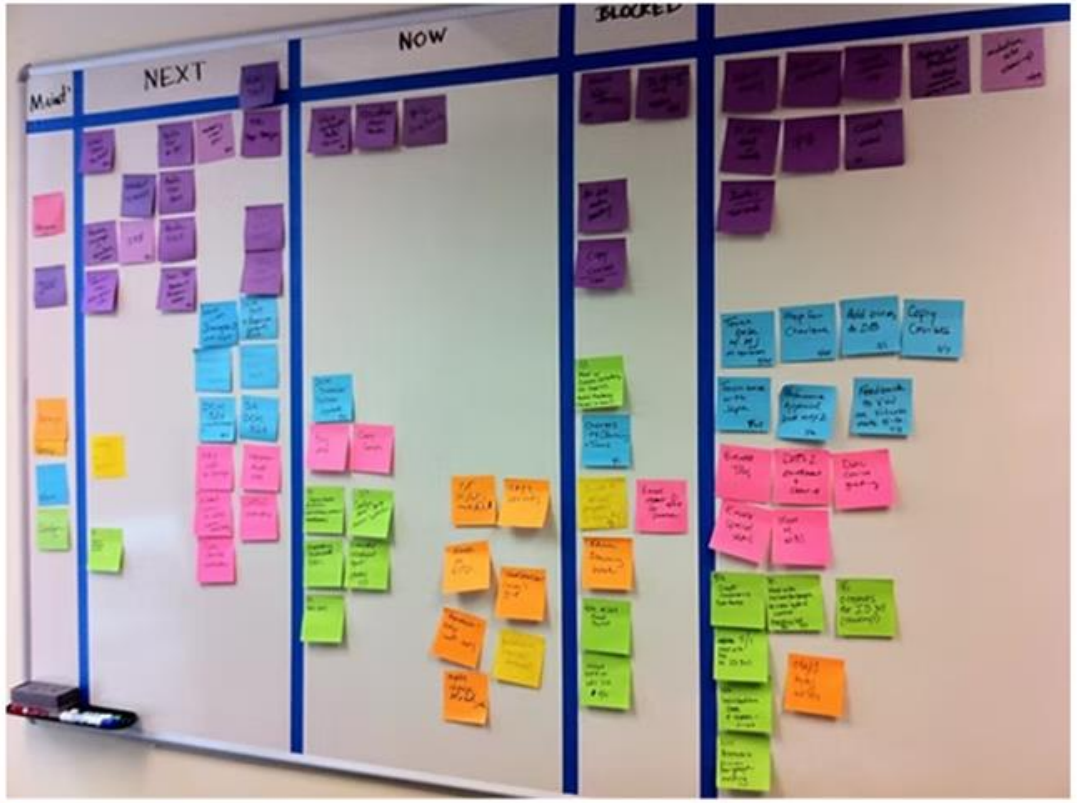
Types of Visual Management Tools

Andon System:

Visual signals, often lights or displays, indicate the status of processes, allowing for quick identification of issues and interventions.

- Real Time Data
- Manual reporting
- Specific alert

Types of Visual Management Tools

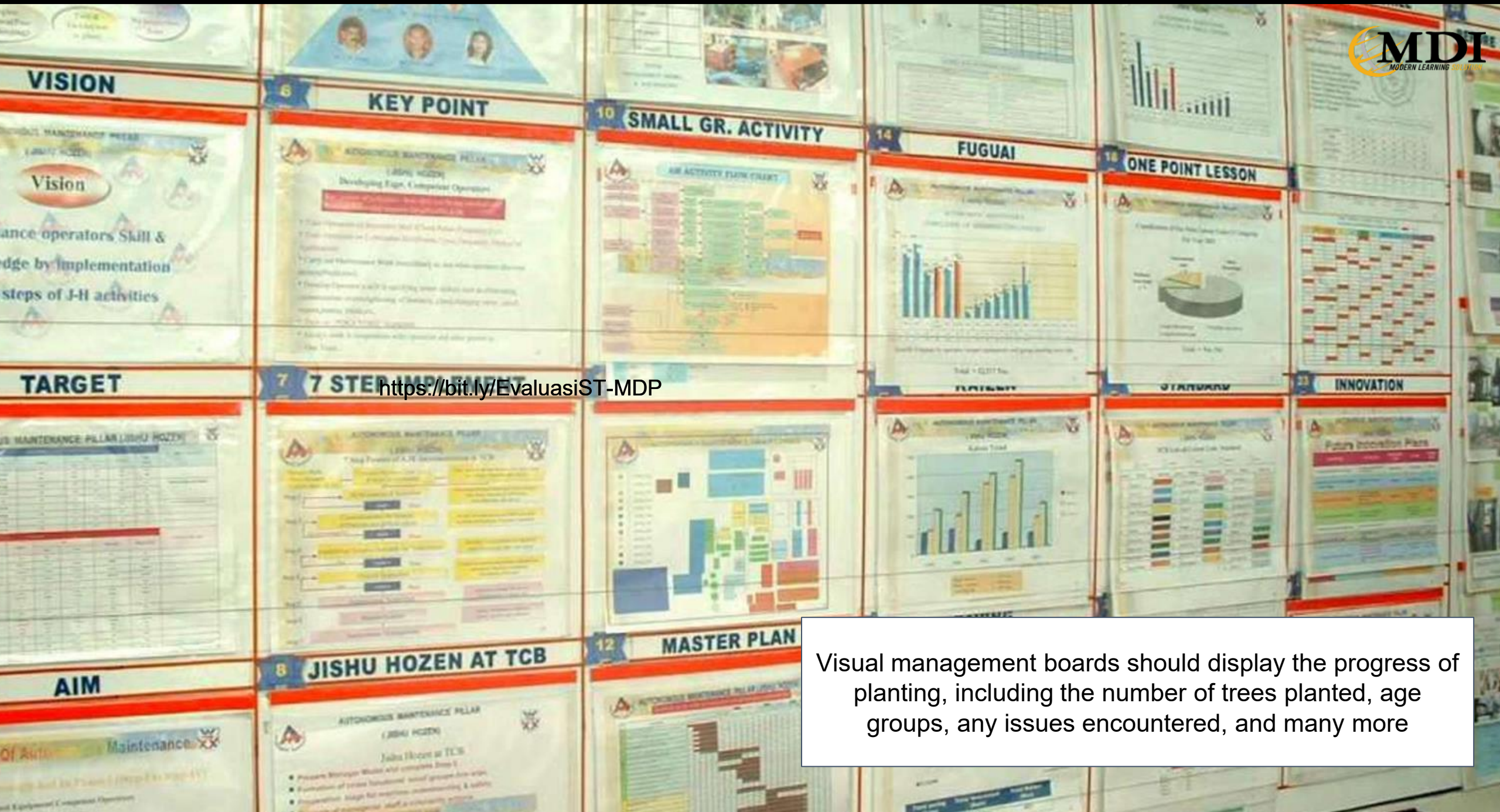


Kanban System:

visual workflow management tool helping to streamline operations, improve efficiency, and enhance collaboration

- Streamlining Operations
- Improving efficiency
- Enhancing collaboration
- Prioritizing task
- Tracking progress

VISUAL MANAGEMENT BOARD



Visual management boards should display the progress of planting, including the number of trees planted, age groups, any issues encountered, and many more

EVALUASI

https://bit.ly/EvaluasiOE-MDP

Reflection Journal and Leadership Action Plan