



## Solution for Profits - TLS (TOC + Lean Mgt. + Six Sigma)

A large, traditionally managed, profitable organization seeks and gets to be listed on the stock exchange after more than 25 years of operations. True – the organization is now able to access funds and investments from shareholders. Also true – the organization's strategies and profitability maneuvers are scrutinized and even criticized.



The auditors move in and discover anomalies in the business performance. The message goes out that millions of dollars of inventory are unaccounted for. The organization's structures, roles and functions are seen as the likely 'root causes'. Out goes the paternalistic Chief Operating Officer, who has been with the organization since it started. In comes a 'boy wonder' who realizes that the only way to impress the shareholders and secure the position is to undo what has existed. He does this with a 'gun in the hand'. He gets some response in the administrative functions, but dares not upset the operational managers who evidently still bring in the revenue and profits.

It is a classic situation. The common response is a fast, seemingly effective solution. The shareholders win if such solutions were indeed 'worth their money' ('boy wonder' and the cosmetic alterations). The truth of the matter is that the organization's profitability and performance capability are in jeopardy.

### Elements of the TOC + LM + SS

Theory of Constraints (TOC), Lean Management (LM) and Six Sigma (SS) offer a versatile and formidable basis for launching improvements that can significantly impact business performance and excellence. Continuous improvement efforts depend on critical diagnosis and analysis that are comprehensive and thorough. Such is the product of the synergy that is inherent in TOC + LM + SS.



### **Factor One: Theory of Constraints (TOC)**

According to TOC, every organization has - at any given point in time - one key constraint which limits the system's performance relative to its goal. These constraints can be broadly classified as either an internal constraint or a market constraint. In order to manage the performance of the system, the constraint must be identified and managed correctly.

It is based on the fact that, the weakest link in any complex system is most often only one aspect of that system that is limiting its ability to achieve more of its goal. For that system to attain any significant improvement that constraint must be identified and the whole system must be managed with it in mind.

### **Factor Two: Lean Management (LM)**

The elimination of constraints releases the bottlenecks and alleviates the basis for hastening the throughput of the business performance. LM realizes that the approaches adopted to achieve continuous improvement in TOC are capable of meeting Lean Management principles such flexibility, 'pull production', continuous flow and time to market.

Lean Management principles are significantly facilitated through various methodologies in TOC such as Drum-Buffer-Rope. Lean's focus on waste elimination is systematically addressed through TOC's Thinking Process (TP) – for example, applying the Current Reality Tree to the concern for equipment reliability.

### **Factor Three: Six Sigma (SS)**

The project by project approach remains the basis for diagnosis, analysis and implementation of solutions. Methodologies are only as good as what is factually shown to impact solutions. Data and evidence provides the empirical basis for persuading others and overcoming resistance to change.

The statistical rigor of Six Sigma ensures that where solutions are implemented, capabilities are sustained and controlled. The statistical basis for testing hypothesis and testing possible resolutions for validated 'root causes' are the result of rigorous efforts to funnel the analysis through cause and effect. Such efforts are squarely aligned to TOC's tools found under 'trees' and 'clouds'.

### **The Synergy is possible**

Lean Management heightens the operational basis and rationale for aligning an organization's resources and people toward providing value to the customer. Through the application of TOC, Lean's focus on increasing value for the customer and reducing cost for the organization are significantly strengthened and robust. Six Sigma statistical rigors ensure that the solutions that produce the results are repeatable, reproducible, valid and reliable. The synergy in TOC + LM + SS (TLS) is the corporate leader's staple for moving projects in the most efficient and effective way toward achieving the expected results.

### **Who should attend**

Owner, CEO, GM, VP and Top management or Senior Executive who are interested in bottom-line result improvement.



**Management Development**

**Time Table - Two days workshop for “Solution for Profits – TLS”**

Day 1	
9:30-13:00 (AM)	<p><b>Theory of Constraints (TOC)</b> Presented by Mr. Henry Soo <u>Solutions for Profits - by TOC Way</u></p> <ol style="list-style-type: none"> <li>1. What is a system?</li> <li>2. What is a constraint?</li> <li>3. How can we find our constraint in our system?</li> <li>4. How is our profitability related to our constraint?</li> <li>5. How can we maximize our profitability?</li> <li>6. What 4 metrics can we use to ensure that we are maximizing our profitability?</li> <li>7. What 3 decision rules can we use to ensure that we are maximizing our profitability?</li> <li>8. How do we develop strategies that maximize profitability?</li> <li>9. Is it possible to achieve a un-believable profit growth in your company?</li> </ol>
14:00-17:00 (PM)	<p><b>Lean Management (LM)</b> Presented by Mr. Mike Sheahan <u>Systematic Elimination of Waste</u></p> <ol style="list-style-type: none"> <li>1. 5 Principles of Lean</li> <li>2. Strategic Alignment</li> <li>3. Total Landed Cost</li> <li>4. Change Curve</li> <li>5. Defining Value &amp; Value Streams</li> <li>6. 7 Wastes</li> <li>7. Tools – 5S, Kaizen, SMED</li> <li>8. Continuous Improvement &amp; Business Process Re-engineering</li> <li>9. Mass Customization, High Flexible Scheduling, Postponement</li> <li>10. Pull Systems &amp; visual Signals</li> <li>11. Collaboration</li> <li>12. Education/Implementation</li> </ol>
Day 2	
9:30-13:00 (AM)	<p><b>Six Sigma (SS)</b> Presented by Dr. John Man <u>‘Fact Based’ Decisions for Accelerating Change</u></p> <ol style="list-style-type: none"> <li>1. Identify process performance variations that impact on critical customer requirements</li> <li>2. Confirm opportunities for improving process performance</li> <li>3. Provide the right statistical analysis depending on the project levels and complexity</li> <li>4. Gain the confidence to launch possible solutions that impact on performance</li> <li>5. Launch solutions with the right controls</li> <li>6. Use a systematic and iterative method to overcome resistance to change</li> </ol>
14:00-17:00 (PM)	<p><b>TLS synergy (TLS)</b> Presented by Dr. John Man <u>Energizing business performance excellence</u></p> <ol style="list-style-type: none"> <li>7. Apply the statistical analysis for               <ul style="list-style-type: none"> <li>- Consensus in decision making</li> <li>- Identify the urgency and need for change</li> <li>- Measuring the impact of solutions</li> <li>- Control improved processes confidently</li> </ul> </li> <li>8. Solutions for Profits by TLS - project roadmap by Mr. Henry Soo</li> <li>9. Q&amp;A forum               <ul style="list-style-type: none"> <li>- by Dr. John Man or Mike Sheahan and Mr. Henry Soo</li> </ul> </li> </ol>

**Training Venue** : Royal Pacific Hotel, Canton Road, TST (includes lunch)  
**Language** : English with English Training Materials  
**Course Fee** : 2 Days - HK\$3,200

Speakers for this event:



**Mr. Henry Soo**

**Mr. Henry Soo, Director of Operation - ISCEA (International Supply Chain Education Alliance – Hong Kong, China) and Managing Director of DataDevelop Consulting Ltd.**

He is a Certified Practitioner by TOCICO (Theory of Constraints International Certification Organization) in Supply Chain Logistics and TOC Fundamental and a Trained Project Manager (by Goldratt Consulting and Goldratt Schools).

He is a Certified Lean Master (CLM™) by ISCEA US & Northern Colorado of APICS. He is a Certified Six Sigma Black Belt by International Academic for Quality Certification (IAQC) with 20 years experience of implementing enterprise software in companies throughout Greater China, will provide a range of services to highlight the power and capability of TOC, Lean, RFID, SCM and Six Sigma. Now, DataDevelop focuses to provide solution for profit growth without taking real risk and significant investment.

He is also Professional member of HKLA (Hong Kong Logistics Association), Vice President of Six Sigma Society of Hong Kong and member of Hong Kong Society for Quality

**Mike Sheahan, CLM™, CSCM™, CFPIM, CIRM, MBA**

Mike Sheahan is a former International President of APICS. Mike has worked with companies such as Caterpillar, ConAgra, ABB, Gardner Denver, and Hayes Wheels with ERP assessments and implementations, educational programs, and management of supply chain improvement and lean initiatives. He is an expert in providing organizations with crafted educational programs to support their performance objectives.

He is an ISCEA qualified instructor and has helped many organizations craft educational programs in support of their goals. Mike is a frequent presenter at international and local events.

**Mr. Mike Sheahan**



**Dr. John Man**

**John's primary discipline is in quality management.**

He is a practicing occupational/industrial psychologist. He obtained his Six Sigma Master Black Belt certification from the Juran Institute, USA in 1991. He is actively involved in advising, deploying and developing the Six Sigma breakthrough methodology in the government and commercial organizations and small and medium enterprises in the Asia Pacific Region. John works through the United Nations – International Labour Organization, UNIDO and the national quality and productivity organizations of Hong Kong, India, Indonesia, Philippines, Singapore and Vietnam to apply quality management methods in enterprises





# ENROLLMENT FORM Page 1 of 2

**Solution for Profits = TLS (TOC + Lean Mgt. + Six Sigma)  
Day 1 & 2 - 19-20 July, 2010**

Fee Enclosed : \$ \_\_\_\_\_ HKD\$3,200

Cheque No. \_\_\_\_\_

Online

*Please ✓ one box*

Bank Transfer

## Elements of the TOC + LM + SS

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### 1. PERSONAL DETAILS

Gender :  Mr.  Ms. *Please ✓ one box*

First Name : \_\_\_\_\_ Last Name : \_\_\_\_\_

Date of Birth : \_\_\_\_\_ E-mail Address : \_\_\_\_\_

### 2. COMPANY DETAILS

Company Name : \_\_\_\_\_

### 3. ADDRESS

Address 1 : \_\_\_\_\_

Address 2 : \_\_\_\_\_

Postal Code : \_\_\_\_\_ City : \_\_\_\_\_ State/Province : \_\_\_\_\_

Country : \_\_\_\_\_

### 4. CONTACT INFORMATION

Telephone Number : \_\_\_\_\_ Fax Number : \_\_\_\_\_

### 5. OPTIONS

Newsletter :

*Please see overleaf* 

**2. DECLARATION**

I, \_\_\_\_\_(full name) declare that the information given in support of this application is accurate and complete, and authorize the ISCEA to obtain and to release, any and all information about my candidature for the purpose of admission, academic qualifications verifications, academic/non-academic activities, announcements and public relations and academic research.

Date : \_\_\_\_\_

Signature \_\_\_\_\_

[WWW.ISCEA.HK](http://WWW.ISCEA.HK)

**International Supply Chain Education Alliance**

**NOTES :**

**Payment Method —By mailing**

1. To confirm your booking, please send the completed enrollment form together with the course fee by cheque payable to "ISCEA" and mail to the following address:-

ISCEA  
Rm. 3208, Central Plaza,  
19 Harbour Road, Wanchai, Hong Kong.  
Attn: ISCEA Enrollment Division

2. All paid fees are non-refundable
3. Successfully enrolled participants should attend the course according to the date time and venue indicated in the website or leaflet or acknowledgement email.

**Payment Method —By bank transfer**

Deposit the required amount to Nanyang Commercial Bank Ltd.— A/C Name : "ISCEA" in HKD to A/C#043-477-0-014324-3 or in USD to A/C#043-477-9-208912-2, and fax stated course name, course date in bank-slip together with the enrollment form to (852) 2600 9316. Please bring along a copy of the bank-in slip to the training for registration.