



“LEAN CONVERSION”

AN IN-HOUSE CONSULTING & TRAINING PROGRAM

Shanghai INNOVA Management Institute

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WHY LEAN CONVERSION?

Factories in China long have enjoyed hyperpole growth but now must stay profitable under worsening economic conditions. If business turns down and margins get under high pressure, all potentials for efficiency increase have to be tapped and Lean Conversion is the most effective tool for achieving a lower cost level in operations.

Optimizing Working Capital

Many businesses do not get bankrupt because they do not turn profits but due to liquidity problems. Lean Conversion is one of the most critical instruments for increasing liquidity, since it reduces the working capital through improved inventory management.

Significant Cost Savings

Our experience shows that an investment of EUR 50,000 into a Lean-Conversion Program can often result into cost savings worth of EUR 100,000 in less than one year's time.

Improved Key Performance Indicators

These are the improvements our consultants have achieved with a German-invested manufacturing enterprise located in Shanghai:

Inventory Turns	3,2 → 7,5
Lead Times	25 → 7 days
On-Time Delivery	81% → 96%
Productivity (PPH)	4 → 5,2
Space Requirements	1500 → 600 sqm

Our Program

A typical program lasts at least 40 man days and includes lean tools training, implementation of a pilot project (model cell), work on continuous improvements and progress tracking. Main contents are:

- Site Evaluation
- Pre-Analysis and Feedback
- Program Design
- Training on Basic Lean Concept
- Lean Implementation (VSM, Standard Work, Kanban, Visual Management)
- Lean Culture for Sustainability (Kaizen)

Our Strengths

Our particular strength are our consultants and their expertise. **They are the only Chinese consultants to have ever been awarded by Toyota Japan for their outstanding achievements.** If needed, we additionally bring in foreign consultants with many years of experience in plant management in China.

Our References

Our consultants were responsible for the lean conversion of the Shanghai plant of Leica Microsystems. They were also involved in projects with Shanghai Volkswagen.

They conducted training and consultancy services for numerous INNOVA customers as Faist Precision, Karl Mayer Textile Machinery, GRC - GIF Research Center, Heidelberg Cement, RFS, Sulzer, Kendrion, Hoerbiger, Vorwerk, Ningbo Feiyun Textile, Stokvis Tapes, Belton and Metso Paper Shanghai.

FOR FURTHER INFORMATION

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