



20 september 2011, Groningen

Geachte manager,

Graag wil ik u uitnodigen voor één of meer dagen van de driedaagse Quick Response Manufacturing (QRM) workshop die wij van 2-4 november 2011 organiseren. QRM kan gezien worden als een integrale filosofie en aanpak voor het reduceren van responsetijden in omgevingen waar de variëteit groot is. Het volledige programma van de driedaagse workshop staat op de volgende pagina's.

De workshop wordt verzorgd door Prof. Rajan Suri en Dr. Jan Riezebos. Hieronder staan hun korte CVs. Op de laatste pagina van dit document staat hoe u zich kunt aanmelden.

We hopen op uw aanwezigheid.

Met vriendelijke groet,

Prof. dr.ir. Jannes Slomp
Directeur van het Lean Operations Research Center
(zie www.rug.nl/feb/lo-rc)

Docenten in de driedaagse QRM workshop



Dr. Jan Riezebos is directeur van het bachelor en masterprogramma van de studie Technology Management van de Rijksuniversiteit Groningen. Hij is Associate Professor binnen de vakgroep Operations van de Faculteit Economie en Bedrijfskunde. Zijn huidige belangstelling betreft o.a. Lean Operations, Pull Systemen, voorraadbeheer en de toepassing van Operations Research technieken voor planningsproblemen binnen en tussen bedrijven. Hij heeft in vele wetenschappelijke tijdschriften gepubliceerd en is internationaal expert op het gebied van POLCA.



Professor Rajan Suri is de oprichter van het Quick Response Manufacturing (QRM) Center van de Universiteit Wisconsin-Madison, USA (zie <http://www.enqr.wisc.edu/centers/cqrm/>). Meer dan 200 bedrijven hebben samengewerkt met het QRM Center voor het implementeren van de QRM strategie. Onlangs is hij door het tijdschrift Industry Week vereerd met een plaats in de Manufacturing Hall of Fame. Anderen die vereerd zijn met een plaats in de Manufacturing Hal of Fame zijn o.a. Michael Dell (Oprichter van Dell Computer), Donald Fites (voormalig CEO van Caterpillar), Rich Teerlink (voormalig CEO van Harley-Davidson), Steve Jobs (Apple Computer), Lee Iacocca (voormalig CEO van Chrysler) en Jack Welch (voormalig CEO van GE en beroemd vanwege Six Sigma toepassingen). Suri is een veelgevraagd spreker op symposia en is adviseur van vele kleine en grote bedrijven.

Quick Response Manufacturing (QRM)

- een verbeteraanpak voor high-variety/low-volume organisaties -

Driedaagse Workshop (2-4 november 2011) over het verkorten van doorlooptijden in Make-to-Order omgevingen*

Doel

Kennismaking en oefening met belangrijke gereedschappen in de QRM toolbox

Locatie

Faculteit Economie en Bedrijfskunde
Nettelbosje 2
9747 AE Groningen
Duisenberggebouw in 5412-0025

Woensdag

14.00 – 18.00

Masterclass: Using Manufacturing Critical-path Time (MCT) to Improve Your Internal Operations and Your Supply Chain (zie blad 2) *Prof. dr. Rajan Suri*

Donderdag

9.00 – 17.00

Korte doorlooptijden op de werkvloer met het POLCA-besturingssysteem. Game + excursie naar Variass, Veendam (zie blad 3) *Dr. Jan Riezebos*

Vrijdag

9.00 – 17.00

Masterclass: Implementing Quick Response in Office Operations For Manufacturing Organizations (zie blad 4) *Prof. dr. Rajan Suri*



Prof. Rajan Suri, founding father van het QRM Center in de USA, verwoordt de waarde van de QRM-filosofie als volgt: *Quick Response Manufacturing (QRM) is a comprehensive, companywide strategy for reducing response times throughout your enterprise. Using QRM companies have reduced their response times by 80% or more, cut costs by over 20%, and gained market share. QRM is not just a shop floor strategy, it applies throughout the enterprise. QRM techniques can be applied in all processes such as order entry, estimating and quoting, engineering, manufacturing and new product introduction. QRM works particularly well in environments with high variability in demand and processing requirements – situations where Lean techniques (such as takt time) cannot be applied.*

*Georganiseerd vanuit het onderzoeksinstituut Opera en het Lean Operations Research Center (zie www.rug.nl/feb/lo-rc)

Woensdag, 2 november, 14.00 – 18.00
(1ste dag van de driedaagse workshop)

Using Manufacturing Critical-path Time (MCT) to Improve Your Internal Operations and Your Supply Chain

Masterclass by Professor Rajan Suri

In partnership with colleagues from several major corporations, Suri has developed the concept of Manufacturing Critical-path Time (MCT), a precise and unified metric for continuous improvement. This metric highlights improvement opportunities by clearly quantifying system-wide waste. The metric can be used for both your internal operations as well as for your supply chain.

This half-day workshop will define MCT, provide a business case for the use of MCT, and show you how to calculate it via examples. The workshop will cover:

- MCT definition and examples explaining how to use the definition properly
- How MCT affects your business performance and the impact of MCT reduction on cost, quality and on-time delivery
- Justification of MCT as a unified, enterprise-wide metric for continuous improvement
- Numerical examples of MCT calculation in internal operations and the supply chain
- Using Little's Law and other tips and pointers to help you calculate MCT
- Using MCT Mapping to communicate opportunities and convince management
- Differences between MCT Mapping and Value Stream Mapping (VSM)

The workshop will include "hands-on" sessions where attendees will work on numerical examples to help understand how to calculate MCT correctly

Who should attend: Managers and employees in Operations, Supply Chain, Purchasing, Planning and Manufacturing. Continuous Improvement managers and staff. (Familiarity with QRM will be helpful but is not necessary.)

Donderdag, 3 november, 9.00 – 17.00
(2de dag van de driedaagse workshop)

POLCA, the push/pull control system for high-variety/low-volume manufacturing systems

Workshop by Dr. Jan Riezebos + excursion to Variass B.V.

Polca is a material control system suitable for make-to-order and engineer-to-order companies. It has been developed by prof. Suri as part of his Quick Response Manufacturing (QRM) project. The Polca system aims at controlling throughput times on the shop floor through a combination of pull and push principles. It reduces waiting times and work in progress between groups of machines/workers. Dr. Jan Riezebos has been involved in several research projects on Polca system design. Case studies have been performed at several companies in The Netherlands and Belgium.

Dr. Jan Riezebos and Evelien Epping developed a POLCA teaching game. This game has been played in several industrial and teaching settings.



The POLCA workshop consists of two parts:

1. Playing the POLCA game and learning what the basic elements are of POLCA;
2. Excursion to Variass B.V., Veendam, where POLCA is applied successfully.

Vrijdag, 4 november, 9.00 – 17.00
(3de dag van de driedaagse workshop)

Implementing Quick Response in Office Operations For Manufacturing Organizations

Masterclass by Professor Rajan Suri

How do you compete in a difficult economy? Give your customers exactly what they want, faster than anyone else, and at a lower price. How? Come to this masterclass to learn the principles! Office processing and administrative activities have a huge impact on your customer response times as well as your operations cost and quality. Learn how to reduce these response times and increase customer satisfaction while lowering your costs and improving your quality. Learn how to slash your response times by 80% or more!

Even in manufacturing companies, time spent in office processes and administrative activities accounts for a significant portion of your cost and also impacts your competitiveness in other ways. In fact, for many companies more than half the response time to customers can be spent in office processing, not in shop floor production!

Masterclass Content

- **Rethinking Your Organization Structure.** Getting to the roots of the Response Time Spiral. How to restructure your organization to minimize response times throughout the enterprise. In particular, you will learn how to implement Q-ROCs (pronounced “queue-rocks”) which are Quick Response Office Cells with exceptional performance.
- **Identifying Target Opportunities in Your Business.** The power of the Focused Target Market Segment (FTMS) to enable response time reduction. How to identify potential FTMSs in your business.
- **Implementing Quick Response in Your Company.** Learn how QRM tools such as “tagging” can help you identify your FTMS and form the right Q-ROCs. Take away a roadmap for successful implementation.
- **Hands-on Learning Experience.** During the class, you will work in teams on several “hands-on” workshops. In particular, you will work on a case study on reorganizing the quoting and order processing for a manufacturing company, to help you understand how to apply the principles of this masterclass.
- **Industry Case Studies.** The class will also include several practical examples of companies that have reduced lead times for office operations by 70-80%, and the corresponding impact on their performance and competitiveness.

Who should attend: Managers and employees in Operations, Supply Chain, Purchasing, Planning and Manufacturing. Continuous Improvement managers and staff. (Familiarity with QRM will be helpful but is not necessary.)

Aanmelding

Het maximale aantal deelnemers voor elk van de drie dagen is 25. Voor partners/leden van het LO-RC is de workshop gratis (1 deelnemer per bedrijf). Ook voor studenten die bij het LO-RC gaan afstuderen op een QRM onderwerp is de workshop gratis.

*Kosten voor deelname aan de gehele workshop (3 dagen) : 800 Euro
Deelname aan dag 1 (woensdagmiddag, 2 november) : 395 Euro
Deelname aan dag 2 (donderdag, 3 november) : 395 Euro
Deelname aan dag 3 (vrijdag, 4 november) : 495 Euro*

Anmelding voor de driedaagse workshop kan door een e-mail te sturen naar Jelena van Gelder, lorc@rug.nl. Voor vragen over deze workshop en/of onderdelen kunt u contact opnemen met prof. dr.ir. Jannes Slomp (j.slomp@rug.nl), tel. 050-3637086.