

## Establishing Business Excellence for Competitive Advantage - Part 1

- **Location:** Knoxville, Tennessee
- **Duration:** 2 ½ Days
- **2011 Dates:** September 26-28
- **Tuition:** \$3,150 (includes meals and lodging)

### Participant Profile

This program is designed for leaders who are interested in transforming their business/operation to one engaged in sustainable continuous improvement. It is targeted at persons who lead or influence the direction or success of day-to-day processes or have overall responsibility for improving performance. The program is appropriate for plant managers, directors and vice-presidents of operation, reliability and maintenance managers, and persons responsible for large change efforts. This program will examine the necessary enablers for business excellence. Explained will be the links between lean, reliability, safety, productivity, quality, cost, change implementation and sustaining success. Learning is applicable to any type of business and organization.

### Overview

*Establishing Business Excellence for Competitive Advantage-Part 1* complements the lean enterprise model, which is a proven method for eliminating waste from the value stream and for creating flow. However, many organizations, projects and change efforts are sub-optimal or have failed. This is often due

to a lack of understanding of how all of the business/operational success factors impact each other. The University of Tennessee Center for Executive Education and The Reliability and Maintainability Center have partnered to offer this program focused on providing direction and solutions toward attaining business/operational excellence.

Organizations will realize increased ROI through increased capacity, increased uptime, improved quality and process (administrative, engineering, and operations) by way of ongoing sustainable improvements, higher reliability, implementable processes and more.

The program will address people, processes and leadership. Examples of topics are:

- What is Business Excellence?
- What Impacts What?
- What Tools to Use When?
- Business Excellence and Reliability
- Change Management
- What Do the Best Companies Do?
- Hierarchy for Improvement
- Continuous Improvement and Business Excellence
- Trends from Benchmarking Studies
- What Executives Must Know About Safety (unique 2 hour

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session that will enable you to assess risk and make decisions)

- Business Plan Deployment
- and Putting it all Together with Enablers for Success

Insights presented are based on experience working with hundreds of plants and organizations and benchmarking studies helping them to achieve business/operational excellence.

The course is ideal for both those beginning the path to business/operational excellence and need to stabilize processes, obtain a better understanding of what to do next, or those that have implemented (organizational, operational or administrative process, lean, product launch, complex or large change, etc.), but are dissatisfied with past results or are stumbling in sustainability.

## What You Will Learn-Part 1

### Foundational Elements for Excellence -

Irrespective of the tools you may select, certain foundational elements must be established first, otherwise, no tool is the right tool; or on the positive side, any tool will work. The course will cover key foundational elements for success - leadership, alignment, teamwork, managing cultural change for supporting excellence, and having proper measures to track success. These are the first order of business. But, they must be supported by the right tools to improve performance. Getting the foundational elements in place is a prerequisite for applying the tools.

### How to Select the Right Improvement Areas -

Beyond getting the right foundational elements in place, it is critical that we select the right areas for improvement, typically before selecting the tools. How do we know where to start, and what action will have the greatest impact on the business? The course will teach

you how to identify your biggest opportunities by applying a Business Level Failure Modes and Effects Analysis (FMEA), including case studies, to determine where your business has the most, and most quickly achievable, opportunities *before* you select the tools to use.

**The Tools** - their strengths and weaknesses, where and when they work best, when they may not work, how to align the organization for their use, and so on. As noted, the tools reviewed will include: Lean Manufacturing, Six Sigma, Kaizen, Supply Chain Management, RCM, TPM, Predictive Maintenance, and Root Cause Analysis, and time permitting appendices including various case studies, performance measurements cascade, Maintenance Planning and Scheduling, OEE as a measure of waste, and a quick changeover methodology.

## Faculty

Course instructors primarily include faculty of The University of Tennessee's College of Engineering as well as key leaders from industry. Often a guest speaker (subject matter expert) is scheduled to add further value to the program. Primary instructors are:

### ➤ Dr. Klaus Blache

Klaus has over 30 years of experience in various areas of manufacturing, business processes and lean applications. Included are areas such as new product launches, complex change efforts (plant floor and global), lean implementation, reliability & maintenance, competitive analysis, continuous improvement processes, new facility planning and implementation, industrial engineering, benchmarking, business plan deployment, medical visit analysis, ergonomics, and changing the thinking

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process. He has written and lectured globally in numerous technical and management areas. His experiences involved projects in North & South America, Europe and Asia.

Klaus is currently at The University of Tennessee as the Associate Director of the Reliability & Maintainability Center and Research Professor (College of Engineering). Examples of some of his prior industrial assignments at General Motors were Manufacturing Engineering Director (design/build/operate new Cadillac assembly plant), Corporate Manager - Manufacturing Maintenance & Reliability, and Manager - Corporate Industrial Engineering.

His education is a BS in Industrial Engineering, MS and Ph.D. in Civil/Mechanical Engineering and MBA. Klaus is also a CPE.

➤ **Ron Moore**

Ron is Managing Partner of The RM Group, Inc., Knoxville, TN. He travels worldwide working with manufacturing companies in North America, Europe, Australia, Africa, and the Far East.

Ron is author of the book ***What Tool? When - A Management Guide to Selecting the Right Improvement Tools;*** and ***Making Common Sense Common Practice: Models for Manufacturing Excellence***, which described one company's journey to world class performance. He has also written over 40 journal articles worldwide. Prior to starting the RM group, Ron served for five years as President of Computational Systems, Inc. (CSI), the leading supplier of industrial instruments and software for equipment condition monitoring

technologies. During his five-year tenure, the company grew at 30% per year, while concurrently maintaining healthy profits and cash position, and a strong balance sheet. He holds a BS and MS in Mechanical Engineering, MBA, and is a CMRP.

Previous international clients for this or similar seminars and workshops include Alcoa, AlliedSignal (now Honeywell), Baxter Healthcare, BHP Billiton, Chevron, Eaton Corporation, Diesel Technology Company, Kodak, Eastman Chemicals, Masterfoods USA, Michelin, Pharmacia, Union Carbide (now Dow), Virginia Indonesia Company, DuPont, J.M. Smucker, ICI, Beaulieu of America, Atlantic Richfield, Timken Steel, M&M Mars, UPS, Lonza Chemicals, Honda, Fraser Paper, Rohm and Haas, Rio Tinto, Duke Energy, Pacifica Corp-PBR, Huntsman-Tioxide, Rubicon, Hercules Chemicals, Thomas Steel Strip, Weyerhaeuser, Global Santa Fe, IAMS, And others.

### **Part 2 (Follow-up Course)**

*Establishing Business Excellence for Competitive Advantage - Part 1* lays the foundation for successful implementation. *Part 2 (schedule TBD)* will focus on further putting to practice and instilling the learnings.

Included will be:

- More knowledge building on Business Excellence Implementation
- Reliability/Maintainability/Lean Learning Lab exercise (change your thinking process)
- How to Perform a Competitive Self Assessment
- Continuous Improvement Learning Experience (based on Dr. Blache's upcoming book on the subject)

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## Facilities

Classes are held in the executive classrooms of The University of Tennessee Center for Executive Education. These facilities are specifically designed for group-interaction programs.

Accommodations are single-occupancy rooms at a nearby hotel.

## Related Courses of Interest

- Lean Enterprise Systems Design Institute
- Lean Applied to Business Process
- Executive Lean Leadership Course
- Executive 8-step Problem Solving Workshop

## Contact

For more information on *Establishing Business Excellence for Competitive Advantage – Part 1*, please call, write, or email:

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For current news on the Center of Executive Education and its offerings, visit our web site at <http://TheCenter.utk.edu>

For more information on Lean activities at The University of Tennessee, please visit our web site at <http://lean.utk.edu> and <http://leanreliability.utk.edu>.

For more information on The Reliability & Maintainability Center at the University of Tennessee, please visit our web site at [www.RMC.utk.edu](http://www.RMC.utk.edu).