October 20-22, 2004
Donaldson Brown Hotel & Conference Center
Blacksburg, Virginia

www.conted.vt.edu/leanman/

Sponsored by
Virginia Tech's Center for
Forest Products Marketing and Management
Virginia Forest Products Association
Virginia Tech's Continuing and Professional Education

▲ About the Short Course

Lean Manufacturing, simply defined, is a method of doing more with less. Specifically, Lean Manufacturing is producing high quality products with minimal floor space, work-in-process (WIP) inventory, finished goods inventory, material movement, non-value-added activities, and human effort. Lean Manufacturing encompasses elements of total quality management (TQM), just-in-time (JIT), etc. within a system designed for flexibility and maximum customer satisfaction. The lean manufacturing approach is the most comprehensive of the popular production management improvement initiatives because it addresses product, process, and human related issues in the production system. Studies have shown that, while many companies claim that they are "lean" or managing production according to TQM, JIT, etc., few are actually doing so. Further, while many understand the underlying concepts of these different management philosophies, few understand the details and/or the order of operations necessary for successful implementation of these concepts.

The Center for Forest Products Marketing and Management offers the 3rd Wood Industry Management Series Workshop in Lean Manufacturing. This workshop will help managers in wood products businesses identify target opportunity areas in their company for lean manufacturing, provide a step-by-step guide for the implementation of "lean systems" and, show how these steps will lead to significantly reduced manufacturing costs and increased competitiveness.

▲ Who Should Attend

This course is designed for upper and mid-level production managers who want to learn how to successfully implement Lean Manufacturing concepts in their business. Participants should possess knowledge of value flow through their operations from supplier to customer and have identified a particular product and/or group of similar products (products which travel through similar value streams) to be value stream mapped.

The Center for Forest Products Marketing and Management is a cooperative venture of the forest products industry, the U.S. Forest Service, various public agencies, and Virginia Tech. The Center is located in the Corporate Research Park on the Virginia Tech Campus and is part of the Department of Wood Science and Forest Products in the College of Natural Resources. The Center has three objectives: (1) to train marketing-oriented men and women for employment in the forest products and related industries, (2) to be a continuing source of market intelligence and competitive advantage for member organizations, and (3) to promote the wise use of our renewable forest resource for economic growth and to meet society's expanding needs for affordable wood and fiber products. For membership information, contact Joanne Buckner, Communications and Marketing Manager, at (540) 231-5876.

Virginia Tech does not discriminate against employees, students, or applicants for admission or employment on the basis of race, gender, disability, age, national origin, religion, sexual orientation, political affiliation or veteran status. Anyone having questions concerning discrimination should contact the Office for Equal Opportunity.

If you are a person with a disability and require any auxiliary aids, services, or other accommodations for this workshop, please direct your accommodation needs with Wanda McAlexander at (540) 231-5242 by two weeks prior to the course.
Location and Lodging
The workshop will be held on the campus of Virginia Tech in Blacksburg. Lodging and registration is at the Donaldson Brown Hotel and Conference Center. The hotel is easily accessed from I-81. Take exit 118B to Route 460 West. Blacksburg Business Exit (Main Street), turn left on College Avenue and left again on Otey Street. The hotel is on the right and parking is on the left. Participants are responsible for making their own reservations. Lodging rooms are being held until September 19, 2004 at a reduced rate of $76 plus tax ($5) for a single or double. To reserve a room, please call toll free 877-200-3360 or 540-231-5156. Be sure to mention the name of the workshop.

Fee and Registration
The course offers participants flexibility in choosing the modules that best meet their needs. Module 2 is a one-day course, which gives the basics for those who want to get started in the lean manufacturing approach. Module 2 is a 2-day course (with optional half-day tour), which is an advanced course for managers who know about the basic concepts and are ready to begin implementing them into their business. Participants may choose to attend either Module 1 or 2 only or participate in both. Participation in both modules will result in the greatest value for participants and is highly recommended for those who are new to the subject matter. The structure and content of Module 2 assumes that all participants have a basic understanding of the key components affecting production flow, lead-time and visible workplace.

The workshop fee for Module 1 is $275 ($225 for employees of companies that are members of the Center for Forest Products Marketing and Management) and the fee for Module 2 is $395 ($325 for Center member companies). A discounted fee for both modules is $625 ($505 for Center member companies). The fee covers registration, instructional materials, continental breakfasts and lunch, coffee breaks. To register, complete the attached registration form and return with payment to the address indicated. You may also register online at www.conted.vt.edu/leanman. Your registration should be received no later than October 6, 2004. Registrations are limited to the first 20 applicants. For additional information, contact Earl Kline at (540) 231-8841 or email kline@vt.edu.

Refund and Cancellation Policy
Refunds will be handled according to the policies of the Virginia Tech Business Services. Those who register in person at the conference will be refunded their registration fee. No refunds will be given to those who register before the deadline.

Course Instructors
Earl Kline is a Professor in Forest Products Manufacturing Systems Engineering and a member of the Center for Forest Products Marketing and Management at Virginia Tech. He has over 15 years experience in industrial systems engineering for wood products manufacturing.

Dan Cumbo is a Research Associate in the Center for Forest Products Marketing and Management at Virginia Tech. Dan has production management experience in the secondary hardwood industry and he has worked with kaizen teams creating value stream maps for various product lines.

Nelson Teed is a Project Engineer in the Manufacturing Technology Center headquartered in Wytheville, Virginia. Nelson is a Mechanical Engineer with over 25 years of manufacturing experience at all levels including Director of Technology. He has been involved in Lean Manufacturing implementations since 1993 in a wide range of industries including wood products. Nelson is founder and President of Polymer Development, LLC, a consulting firm specializing in Lean Manufacturing implementations. Nelson is APICS certified and has published Lean related articles in APICS Magazine, Advanced Manufacturing Magazine, and others.

Claire Pickrell is a Project Engineer in the Manufacturing Technology Center headquartered in Wytheville, Virginia. Claire is a Materials Engineer with almost 20 years of manufacturing experience in a wide range of industries. She has previously held Senior Management positions with Sprague Electric and Corning Glass. She has been involved with Lean Manufacturing implementations with wood products and other industries for several years.

Glossary
Lean: Continuous process of removing wastes in manufacturing and service operations.
Value Stream: The sequence of all steps involved from a customer’s order to delivery.
Value Stream Map: A graphical representation of a value stream showing the value added steps and steps that are non-value added.
Kanban: A pull system for maintaining the correct levels of inventories in the work cells.
JIT: Just-in-Time. A production philosophy that seeks to produce products only as they are needed to avoid inventory holding costs.
Boundary Object: An object that represents a common concern between two or more people.
Kanban Systems: A set of tools used to control production flows within a manufacturing system. These include pull signals, job cards,kanbans, and kanban boards.
Lean Manufacturing: A manufacturing approach that is designed to identify and eliminate wastes and is based on the principles of just-in-time production and cellular manufacturing.
Value Stream Mapping: A technique used to map the current state (as is map) and identify areas for improvement (to be map).