Register before 20th June and receive free of charge Dr Paul Kidd's book Agile Manufacturing, Forging New Frontiers

Demand-Driven Agile Manufacturing

Exploit your business' capability for innovation: respond quickly and accurately to market demand by designing and implementing flexible, re-configurable production systems, processes, technology, products and working practices

As a delegate you will discover how to:

- Find out how to make best use of the demand forecast data available to you and discover how to link into production planning to achieve true demand-led manufacturing
- Use concurrent engineering and rapid prototyping to cut new product development in the extended demand chain
- Deploy mass customisation techniques to respond precisely to customer demand by developing a range of products which are modular and easily upgradable
- Choose and integrate I.T. systems within your company with those of your suppliers for enhanced information flow and visibility
- Make use of the Internet as a cost-effective, standardised and easy-to-use alternative to EDI
- Encourage the creation of a team-based workforce committed to the business objectives of your company

PLUS POST CONFERENCE WORKSHOP

Integrated Manufacturing and Production-Planning Software in Practice

NUMETRIX LTD

Conference: 16th and 17th September, 1997 Workshop: 18th September, 1997

Regent's Plaza Hotel, London NW6

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Cheshire Henbury Consulting

Research Machines

Department of Trade and Industry

Tuesday 16th September 1997

Chairman: **Dr Paul Kidd**
Director
CHESHIRE HENBURY CONSULTING

9.00 Registration and coffee

9.30 **Opening address by the chair: Agile Enterprise Strategy**

- Background to the agility concept: history; the US context; industry-led study of US industrial competitiveness
- Key drivers to agility and issues
  - increased competition
  - globalisation
  - fragmenting markets increasing pace of change
  - technical & organisational innovation
  - increasing uncertainty and unpredictability
  - maturity of lean production concepts
- Moving towards the 'niche production enterprise'
  - niche production strategies
  - mass customisation
  - greater product variety
  - merging of goods & services
- Creating a 'knowledge-based enterprise'
  - knowledge enterprise strategy
  - product, process & procedural innovation
  - developing & exploiting knowledge of technologies & markets
  - knowledge management
- Changing and re-configuring to become the 'adaptive enterprise'
  - adaptive enterprise strategy
  - dynamic alignment of strategies
  - strategic, tactical and operational change competencies
  - reconfiguration
  - structure & processes
- Developing and exploiting an agility strategy
- Implementing an agility strategy in your organisation
  - identifying barriers & key issues
  - implementing high-level business processes
  - formulating your approach

Dr Paul T. Kidd
Director
CHESHIRE HENBURY

Dr Paul Kidd is the leading proponent of agile manufacturing in the UK. He has written a book on this specific subject, ***Agile Manufacturing, Forging New Frontiers*** *(Addison-Wesley, 1995)*

10.15 **Responding to shorter product life cycles: using concurrent engineering to develop a product portfolio which reflects changing market demand**

- Evolving a new product development system based around concurrent engineering to produce a new product portfolio which reflects changing market preferences
- Designing for the global market: using concurrent engineering to compress lead times
- Effective overlapping of development stages to allow downstream activities to be brought forward
- Ensuring the development process works by creating a greater understanding of manufacturing and the demand chain
- Identifying the people who will have an input into your new product
  - research & development
  - engineering
  - manufacturing
  - marketing & sales
  - post-sale customer support
  - suppliers down the demand chain
- Providing a truly customised solution by liaising with your customer/s at the earliest stages of client contact
- Forming 'mini-business' project teams by bringing to bear the expertise and resources that your company has to offer a project

Terry Hanley
Manager - Manufacturing Strategy
ROVER GROUP

11.00 Morning tea and coffee

11.15 **Using rapid prototyping to build in agility and constrain costs in the design-to-production phase: a case study**

- Bringing forward preliminary approvals testing
- Exposing your customers to the new design for verification and approval
- Feeding back changes into the design before tooling is created
- Gaining feedback from the tool maker prior to cutting metal in order to
  - simplify the tooling required
  - reduce costs
  - save time
- Detecting and rectifying potential assembly problems before committing to hard tooling

John Cowburn
Project Leader, Product Engineering
SIEMENS MEASUREMENTS

12.00 **Developing a re-configurable and streamlined production system conducive to agile manufacturing**

- Building in flexibility to the physical structure of the plant and the physical layout of production equipment
- Establishing product-based work units
- Designing the layout of your equipment around a 'product family' approach on the basis of function and speed of production
- Reducing set-up times by quick-change tooling
- Identifying non-value-adding activities in your operations
- Reviewing the changes to identify further bottlenecks
- Evolving your kanban systems to take account of smaller batch sizes and a build-to-order philosophy

Bill Davis
Operations Director
EUROTHERM CONTROLS

12.45 Lunch for delegates and speakers

2.00 **Using market knowledge and forecasting methodologies to change over to truly order-driven manufacture rather than producing to stock and sell**

- To what extent can you manufacture by actual demand and remove the need to forecast throughout your product portfolio?
- Identifying the key factors which currently prevent you from matching supply directly to demand
- Using customer and market data to improve the accuracy of your forecast and supplement the information provided to your MRP system
- Using data mining techniques in identifying hitherto overlooked past trends to give you an accurate picture of future products and markets

Candy MacKay
Sales Forecasting Manager
THE BODY SHOP

2.45 **Integrating information technology across the organisation to achieve a standardised platform and enable information to flow continuously**

- Using a computer-based information system to integrate
  - customer requirements
  - supplier availability
  - manufacturing schedules and resources: linking with existing MRP software
  - distribution networks
- Ensuring that the systems you have chosen will drive continuous flow and integrate with all of the organisation's business systems
- Reaping the benefits of an integrated I.T. and manufacturing system
  - improved information quality
  - speed of information flow
  - standardisation of information transfer
  - reduction of errors
  - optimum labour utilisation
  - maximised equipment capacity
  - improved customer service
- Using I.T. to create visibility along the demand chain
- Linking your MRP system to your suppliers' systems
- Improving the speed and quality of customer demand information through the adoption of a real-time I.T. platform
- Using these efficiencies to achieve just-in-time supply to reduce or preclude the need for inventory

Bob Hedley
Manufacturing and Planning Systems Manager
WHITBREAD

3.30 Afternoon tea and coffee

3.45 **Using the Internet to streamline the demand chain and make demand-driven manufacture a cost-effective reality**

- Using the Internet as an alternative to using EDI on a private data exchange network
- Assessing the relative advantages of the Internet:
  - cost-effectiveness
  - relative ease of use - no great learning curve is required
  - standardised medium for the transfer of information which functions regardless of differences in operating systems
- The benefits of sharing CAD data between manufacturers and suppliers
  - increasing collaboration to improve design quality
  - faster access to data shortens development cycles
- How real is the threat of downloading a virus from the net?
- The need for information encryption: how safe is the Internet
  - for sending information to customers and suppliers at the new product design stage?
  - for relaying information about customer orders?
- Using the Internet to achieve information visibility both internally and externally

Tony Castles
Internet Service Line Leader
DELOITTE & TOUCHE CONSULTING

Paul Lawrence
Electronic Commerce Service Line Leader
DELOITTE & TOUCHE CONSULTING

4.30 Closing remarks from the chair

4.45 End of day one