Academy For Production Management And Logistics

practice - methods - innovation

Including IPL-Flatrate on page 41

E-Learning and Blended-Learning on page 42

Event Overview 2020
For your attention:

All courses in this overview will be held in German language. In case you are interested in any other language (such as English) please send your request to IPL. We are able to make individual offers according to your requirements.
Digitalization and productivity increase — two terms that now belong together!

More and more, it becomes clear that digitalization really offers potential for increasing the competitiveness of a company. The approaches are diverse: innovative services or products, changed manufacturing and business processes, accelerated and simplified logistics processes at the same time. If the procedures and methods involved are not yet fully available to you, then you are in good company. Many firms and entrepreneurs still have a hard time with the concrete implementation.

It does not matter whether you are a beginner, a specialist with decades of professional experience or responsible in leadership - yes, even in the latter case. It is the same anyway: once learned knowledge has an expiration date. The tools of the past no longer fit the challenges of the present. You feel it yourself. Only modernized and pertinent knowledge helps to master the current challenges - for example, right in the field of digitization. Then the right procedure suddenly becomes palpable!

Knowledge acquisition must therefore be continuous and must keep pace with the further development of requirements and technologies. IPL is at your disposal. We develop your personal training program!

your

Prof. Dr. Klaus-Jürgen Meier

P.S.: All offers from this catalog and additionally current events can be found on our homepage www.i-p-l.de.
Table of content

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive events</td>
<td>5</td>
</tr>
<tr>
<td>Certificate course</td>
<td>9</td>
</tr>
<tr>
<td>Intensive courses</td>
<td>16</td>
</tr>
<tr>
<td>Seminars</td>
<td>20</td>
</tr>
<tr>
<td>In-house offers</td>
<td>39</td>
</tr>
<tr>
<td>Registration</td>
<td>42</td>
</tr>
<tr>
<td>Contacts</td>
<td>45</td>
</tr>
<tr>
<td>About the Institute of Production Management and Logistics</td>
<td>46</td>
</tr>
</tbody>
</table>
Executive Events
## Executive Events

<table>
<thead>
<tr>
<th>Event</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>IPL Management Conference</td>
<td>7</td>
</tr>
<tr>
<td>Pathway into the future of Industry 4.0</td>
<td>8</td>
</tr>
</tbody>
</table>
Globalization and the Internet are constantly increasing the pressure for more performance and customer orientation. If costs are to fall at the same time, this can only be achieved by further increasing productivity. But can this be achieved after all the challenges of recent years in Germany?

The contributions deal with the question of how production companies can agree on an increase in productivity and cost reduction in the future. The production in far away low-wage countries does not seem to be a real alternative as it increases the reaction times, stocks and thus costs. The agenda of the event:

13:00 to 13:30 Arrival of participants
13:30 to 13:45 Welcome
13:45 to 14.30 **Productivity increase = cost reduction?**
Production professionals know there is no automatism between increasing productivity and reducing costs. What does that mean for the orientation of a modern production plant?
Prof. Dr. Klaus-Jürgen Meier, IPL

14.30 to 15.15 **Optimization Approach: Digitalization**
Digitalization promises cost reduction. But how much digitization is really cost-cutting and what drives even the costs?
Andreas Berger, MAN Energy Solutions SE

15.15 to 15.45 Coffee Break

15.45 to 16.30 **Optimization Approach: Organisation**
Collective self-organization in groups leads to an increase in productivity - you only have to do it right!
Prof.(i.R.) Dr.-Ing. habil. Hartmut Enderlein, TU Chemnitz

16:30 to 17:15 **Optimization Approach: Technology**
To increase productivity, processes need to be streamlined. Can technology support without driving the costs?
Klaus Weiß, Zahn Pinsel GmbH

17:15 to 17:45 Final discussion
17:45 to 18:30 Get Together

Apart from the presentations, the event also offers plenty of opportunities to network. The number of participants is limited. Please secure your participation slot as soon as possible.

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**Target group:** Managers from production and logistics
**Date and location:** November 21st, 2019; Germering near Munich
**Duration and price**: EUR 490.00 per participant, 15% payoff for registration before August 31st, 2019

*) All prices excl. VAT
Pathway into the future of Industry 4.0 - How does your company look like in a digital future?

For decades lean production was the target of every production company. There was an easy guideline: simple and standardized processes, no waste as well as no implementation of complex software. This management system succeeded to fulfill essential requirements:

- Low investment,
- Totally transparent,
- Successful.

But according to experts this has come to an end and trends like digitalization and Industry 4.0 claim to be the future. Only when implementing technology without hesitation companies will be able to survive. Is this the end of lean production era? All experience expired what was right before? And, what do you have to do next?

The answer is clear: carry on, as if nothing had happened, is wrong. Every company has to find its own way between digitalization and the diversity of variants. This has consequences. Industry 4.0 does not mean that we only can expand digitalization within the company. Inevitably, there are significant effects on the business processes and the organization. How much Industry 4.0 makes sense for your company? To decide that requires specialist and management competence!

By applying an elaborated methodology IPL supports you to identify your right position between digitalization and process variety. A vision for your company results made of Industry 4.0 and lean production. Measures and a roadmap towards realization will be easy to derive.
Certificate Courses
<table>
<thead>
<tr>
<th>Certificate Courses</th>
<th>page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certified Supply Chain Expert (IPL)</td>
<td>11</td>
</tr>
<tr>
<td>Certified Warehouse Manager (IPL)</td>
<td>12</td>
</tr>
<tr>
<td>Certified Lean Manager (IPL)</td>
<td>13</td>
</tr>
<tr>
<td>Certified Lean Expert (IPL)</td>
<td>14</td>
</tr>
<tr>
<td>Certified Quality Manager (IPL)</td>
<td>15</td>
</tr>
</tbody>
</table>

Event Overview 2020
Integrated procurement and logistics management is increasingly becoming a critical success factor for companies. Supply chain strategies are being used to develop logistics potential for success, i.e. generate more revenue, reduce costs and investments in stocks. Supply Chain Management (SCM) solutions are a strategic management responsibility that not only drive process optimization, but also have to ask and answer questions regarding own core competencies and those of sourcing partners.

Supply chain implementation often proves to be full of unique challenges for today’s employees. The regular review of strategic guidelines in the ever faster revolving markets is essential to ensuring a functioning and stable supply chain. Trends and changes need to be identified and analyzed for their potential effects. Based on the results, the strategy be must be adapted, either by a complete reorientation or optimization.

The aim of the course:
Transmitting, training and consolidating all necessary skills and competences, the modern supply chain logistics provider and their possible partners in the value chain need in the domestic and international markets for their companies.

Contents:
IPL provides an integrated and process-oriented continuing education and training program with this systematic qualification, using an innovative course to promote the development of SC employees to globally-minded SC experts with the latest know-how in operational supply chain management.

<table>
<thead>
<tr>
<th>Time / Day</th>
<th>MO</th>
<th>TU</th>
<th>WE</th>
<th>TH</th>
<th>FR</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>09.00 h - 11.00 h</td>
<td>Start: 09.30 h Introduction Basics Business Mgmt.</td>
<td>Distribution and SCM I</td>
<td>Inventory Management I</td>
<td>Value Stream Management I</td>
<td>Business Game</td>
<td>Written Test (for certificate only)</td>
</tr>
<tr>
<td>11.15 h - 12.45 h</td>
<td>Basics Business Management II</td>
<td>Distribution and SCM II</td>
<td>Inventory Management II</td>
<td>Value Stream Management I</td>
<td>Business Game</td>
<td></td>
</tr>
<tr>
<td>13.45 h - 15.15 h</td>
<td>Beer Game</td>
<td>Distribution and SCM III</td>
<td>Inventory Management III</td>
<td>Value Stream Management II</td>
<td>Business Game</td>
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<tr>
<td>15.30 h - 17.00 h</td>
<td>Beer Game</td>
<td>Distribution and SCM IV</td>
<td>Inventory Management IV</td>
<td>Value Stream Management II</td>
<td>Business Game</td>
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<tr>
<td>19.00 h</td>
<td>Group Dinner</td>
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<td>Group Dinner</td>
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</tr>
</tbody>
</table>

Target group: Junior managers in operative SCM
Dates and locations: 2nd – 7th March, 2020 and October 19th - 24th, 2020 in Munich area
Duration and price*: 5+1 days, plus EUR 3,290.00 per participant plus accommodation

*) All prices excl. VAT
Certified Warehouse Manager (IPL) -
Control warehouse processes reliably

Warehouses for raw materials to finished goods often contain the bulk of a company's capital. It should therefore be the highest good of every employee to deal responsibly with this capital. Unclear inventory levels, non-transparent processes, loss or damage have consequences that are reflected in the performance and thus in the balance sheet of a company. This makes the warehouse the central key for the delivery capability of production and the company.

The aim of the course

Contents
Build all the necessary skills and competencies that people in charge in warehouse functions need. It provides a comprehensive overview of all relevant disciplines. The participants learn to assess the consequences of decisions and recognize correlations. The participants will also receive numerous suggestions on how to improve their performance in the warehouse.

<table>
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<tr>
<td>09.00 h</td>
<td>Design of warehouses</td>
<td>Lean Warehouse I</td>
<td>Inventory Mgmt. I</td>
<td>Picking Systems I</td>
<td>Case study</td>
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<td></td>
<td>Shelfing technology, conveyor technology</td>
<td>Basics of lean culture</td>
<td>Valuation of stock</td>
<td>Sub processes of picking</td>
<td>Closing Discussions</td>
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<td>11.15 h</td>
<td>Design of warehouses</td>
<td>Lean Warehouse II</td>
<td>Inventory Mgmt. II</td>
<td>Picking Systems II</td>
<td>Written Test</td>
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<tr>
<td></td>
<td>Identification technology</td>
<td>7 ways in warehouses</td>
<td>Optimum order quantity</td>
<td>Process Optimization (route optimization, multi order batching)</td>
<td>(for certificate only)</td>
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<tr>
<td>12.45 h</td>
<td>Lunch Break</td>
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<tr>
<td>13.45 h</td>
<td>Design of warehouses</td>
<td>Lean Warehouse III</td>
<td>Inventory Mgmt. III</td>
<td>Picking Systems III</td>
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<td></td>
<td>Identification technology, legal framework</td>
<td>Lean Processes in warehouses</td>
<td>Inventory analyses (ABC, XYZ), Assignment of disposition procedures</td>
<td>Picking Technology</td>
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<td>15.15 h</td>
<td>Coffee Break</td>
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<tr>
<td>15.30 h</td>
<td>Design of warehouses</td>
<td>Lean Warehouse IV</td>
<td>Inventory Mgmt. IV</td>
<td>Picking Systems IV</td>
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<td>Case study</td>
<td>Case study</td>
<td>Execution of a disposition calculation</td>
<td>Case Study</td>
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*) All prices excl. VAT

Target group: Responsible and junior staff from warehouse areas
Dates and locations: 2nd – 6th March, 2020 and October 19th – 24th, 2020 in München area
Duration and price*: 4+1 days, EUR 2.450,00 per participant plus accommodation
Certified Lean Manager (IPL) -
Make business processes waste-free

Lean processes without waste are not desirable for production alone. A lean company is characterized by the fact that the processes are coordinated with each other and are in line with the corporate culture. To implement this philosophy, managers are needed who have the right tools and can use them.

This seminar will help you to establish a lean culture throughout the company. For this purpose, the methods known from lean production are adapted to the individual divisions and the employees are integrated in the introduction.

The aim of the course:
Managers will be familiarized with the specific design of lean methods in all areas of a company. This is the basis for the introduction of a lean philosophy in the entire company.

Contents:
Starting from the production, the necessary adjustments of Lean are presented in the individual departments and practiced in their application. An extended value stream method is used to build a parenthesis in order to achieve a company-wide optimum.

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<tr>
<td>09.00 h</td>
<td>Lean culture</td>
<td>Lean Warehouse I</td>
<td>Lean Administration I</td>
<td>Value Stream Management I</td>
<td>Case study</td>
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<tr>
<td>11.00 h</td>
<td>History and approach; interaction of methods and tools</td>
<td>Basics of lean culture</td>
<td>Lean in administration, transferability of approaches</td>
<td>Introduction to the method of value stream management (structure, symbols)</td>
<td>Closing Discussions</td>
</tr>
<tr>
<td>11.30 h</td>
<td>Lean company</td>
<td>Lean Warehouse II</td>
<td>Lean Administration II</td>
<td>Value Stream Management II</td>
<td>Written Test (for certificate only)</td>
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<tr>
<td>12.15 h</td>
<td>Appropriate methods; order and timeline of an implementation</td>
<td>7 ways of waste in warehouses</td>
<td>Waste types in administration</td>
<td>Introduction to the method of value stream management (interpretation, application and evaluation)</td>
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<td>13.45 h</td>
<td>Case study</td>
<td>Lean Warehouse III</td>
<td>Lean Administration III</td>
<td>Value Stream Management III</td>
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<tr>
<td>15.15 h</td>
<td>Companywide implementation of Lean</td>
<td>Lean Processes in warehouses</td>
<td>Design of lean processes in administration</td>
<td>Application of the method in a business game</td>
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<tr>
<td>15.30 h</td>
<td>Case study</td>
<td>Lean Warehouse IV</td>
<td>Lean Administration IV</td>
<td>Value Stream Management IV</td>
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<td>17.00 h</td>
<td>Integration of employees</td>
<td>Case study</td>
<td>Case Study; measurement of process efficiency</td>
<td>Application of the method in a business game</td>
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<td>19.00 h</td>
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</table>

Target group: Manager and junior staff from production and logistics
Dates and locations: 2nd – 6th March, 2020 and October 19th – 24th, 2020 in München area
Duration and price*: 4+1 days, EUR 2,950,00 per participant plus accommodation

*) All prices excl. VAT
Certified Lean Expert (IPL) - Competent use of lean tools

Avoiding waste is a top priority in lean production. To reach the goals, there are a variety of methods and tools. But it is only through competent knowledge and application of these methods that companies create the conditions. Lean experts of a company must therefore be able to select the appropriate procedure in accordance with the situation. In the end, only those who succeed in winning over colleagues and employees for the change and who are enthusiastic about working on a lean project are successful.

In addition to the technical basics, lean experts also need in-depth knowledge of change management. However, these can not be separated from the Lean methods, but must be considered as an integral part.

The aim of the course:
In this course, project leaders will be given a detailed insight into selected lean methods of central importance. They are the backbone of building lean culture in companies and avoiding wastage. Based on this knowledge, further lean methods can be used successfully in the following.

Contents:
The course introduces different lean methods. The competent use of these methods forms the basis of lean production in the company. In addition to the pure technical knowledge, tips are conveyed to the successful application and thus to the motivation and integration of employees.

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<td>Kaizen I</td>
<td>SMED I</td>
<td>Methods of production control in an overview</td>
<td>Poka Yoke I</td>
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<tr>
<td></td>
<td>- The benefit of continuous improvement</td>
<td>- Introduction to the method</td>
<td>- Characteristics of push and pull proceedings</td>
<td>- Poka Yoke as part of Total Quality Management</td>
<td>Case study Closing Discussions</td>
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<td>SMED II</td>
<td>Push versus Pull</td>
<td>Poka Yoke II</td>
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<td></td>
<td>- Structure and process of quality circles</td>
<td>- The process steps in detail</td>
<td>- Requirements</td>
<td>- Error types</td>
<td>Written Test (for certificate only)</td>
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<td>- Application Tips</td>
<td>- Introduction to Kanban and Heijunka</td>
<td>- The Poka Yoke system</td>
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<td>Kaizen III</td>
<td>SMED III</td>
<td>Optimization for variety</td>
<td>Poka Yoke III</td>
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<td></td>
<td>- Select topics and employees</td>
<td>- Practice procedure - what to care for</td>
<td>- Introduction to other Pull methods</td>
<td>- Poka Yoke in the application: Procedure and form</td>
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<td>Kaizen IV</td>
<td>SMED IV</td>
<td>Combining Push and Pull for increasing variety</td>
<td>Poka Yoke IV</td>
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<td></td>
<td>- Case study - reconditioning quality circles</td>
<td>- Case study</td>
<td>- Introduction to advanced applications</td>
<td>- Practical application of Poka Yoke</td>
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</table>

Target group: Responsible and project manager from production and logistics
Dates and locations: 23rd – 27th March, 2020 and October 26th – 30th, 2020 in München area
Duration and price*: 4+1 days, EUR 2,450,00 per participant plus accommodation

*) All prices excl. VAT
Certified Quality Manager (IPL) - Quality knowledge compact

Quality management is more than checking compliance with customer specifications in production. Quality managers focus on the processes from product development to the customer as a holistic task. With quality planning and control, the foundation for solid product quality is laid long before a product leaves the company for the customer. This makes it clear what preventive character a sound quality management has today. Error elimination after they have emerged cannot be the goal.

The seminar looks at quality from different perspectives. Between the approaches of TQM, Lean Production, quality standardization and further tools, a connection is established and thus a comprehensive understanding is built up. Quality managers are thus given a holistic orientation.

The aim of the course:
The goal is to provide a comprehensive understanding of quality. The participants will learn how the different methods and tools interact and thus complement each other. The bridge is being built from adhoc applications to the introduction of lasting quality awareness in companies.

Contents:
The course presents methods of continuous improvement, the establishment of a quality management system according to ISO 9001: 2015 as well as the tools FMEA and Poka Yoke. The application is trained on the basis of numerous case studies and extensive case studies. Difficulties in the practical implementation are discussed and problem-solving approaches recommended.

Target group: Quality Manager
Dates and locations: 23rd – 27th March, 2020 and October 26th – 30th, 2020 in München area
Duration and price*: 4+1 days, EUR 2.450,00 per participant plus accommodation

(*) All prices excl. VAT
Intensive Courses
Intensive course – One in 3 seminars is an intensive course

The continuous training of all staff is in the interest of every employer. This is the only way ambitious goals can be achieved - for the company and for the employees. IPL can help you develop individual programs through its modular seminar program.

Through the combination of seminars, participants can gain an overall understanding of procurement, production, logistics and distribution. Or deepen methodical knowledge in quality and project management and innovative topics such as industry 4.0 and digitization.

Our special offer:
Depending on the target certificate, participants attend the listed seminars within 2 years and document their learning and knowledge with a written report. The order of the seminars is determined by the participants themselves. Within 2 years, the certificates will be credited to several intensive courses.

Additional costs of EUR 200.00 are incurred for the examination of participants’ reports.

Advantages

For the participant:
• The participant gains comprehensive and in-depth knowledge. Upon successful completion, the IPL certificate is awarded.
• The participant also expands knowledge and ability regarding presentation.
• Seminars attended are valid for several intensive courses in a 2 year period.

For the company:
• The company closes methodological gaps and increases its success rate.
• Employees can be specifically promoted and permanently bound to the company.
## Overview of intensive courses

<table>
<thead>
<tr>
<th><strong>Lean warehouse</strong></th>
<th>page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economical inventory management - delivery capability with low inventories</td>
<td>23</td>
</tr>
<tr>
<td>Lean Warehouse - the warehouse with lean management methods</td>
<td>24</td>
</tr>
<tr>
<td>Warehouse management - modern picking systems</td>
<td>23</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Modern warehouse management</strong></th>
<th>page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warehouse management - modern picking systems</td>
<td>23</td>
</tr>
<tr>
<td>Internet of Things - what this means for production and logistics</td>
<td>34</td>
</tr>
<tr>
<td>Planning and Operating Warehouses – efficiency through shape</td>
<td>24</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Purchasing for the customer</strong></th>
<th>page</th>
</tr>
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<tbody>
<tr>
<td>Procurement - cost optimization rather than price reduction</td>
<td>22</td>
</tr>
<tr>
<td>Lean Warehouse - the warehouse with lean management methods</td>
<td>22</td>
</tr>
<tr>
<td>Contract logistics - fundamentals and trends</td>
<td>25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Efficient supply chain</strong></th>
<th>page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution logistics - regionally and globally optimized</td>
<td>28</td>
</tr>
<tr>
<td>Innovative SCM strategies – designing successful networks</td>
<td>25</td>
</tr>
<tr>
<td>Processes in the supply chain - the business simulation game</td>
<td>27</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Retail logistics</strong></th>
<th>page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution logistics - regionally and globally optimized</td>
<td>28</td>
</tr>
<tr>
<td>Changing retail logistics - challenges and future prospects</td>
<td>28</td>
</tr>
<tr>
<td>Contract logistics - fundamentals and trends</td>
<td>25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Risks due to climate change</strong></th>
<th>page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovative SCM strategies - designing successful networks</td>
<td>25</td>
</tr>
<tr>
<td>Risk management for logistics - identify risks, avert damage</td>
<td>26</td>
</tr>
<tr>
<td>Logistics in climate change - design robust supply chains</td>
<td>26</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Economical understanding for production and logistics</strong></th>
<th>page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business management basics in production and logistics - For non-merchants</td>
<td>37</td>
</tr>
<tr>
<td>Agile Project Management in Production and Logistics – change with a firm grip</td>
<td>38</td>
</tr>
<tr>
<td>Performance Measurement in Production – visualizing successes and problems</td>
<td>32</td>
</tr>
</tbody>
</table>

### Event Overview 2020
## Overview of intensive courses

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lean Production Basics</strong></td>
<td></td>
</tr>
<tr>
<td>Lean production – through optimized production control</td>
<td>30</td>
</tr>
<tr>
<td>Lean Production – learning to understand change</td>
<td>29</td>
</tr>
<tr>
<td>Lean Warehouse - the warehouse with lean management methods</td>
<td>24</td>
</tr>
<tr>
<td><strong>Lean Production for the future</strong></td>
<td></td>
</tr>
<tr>
<td>Analyze value streams - reduce lead times, keep delivery dates</td>
<td>27</td>
</tr>
<tr>
<td>Lean Administration – Production is buzzing but ...</td>
<td>29</td>
</tr>
<tr>
<td>Lean production - development and implementation of production systems</td>
<td>31</td>
</tr>
<tr>
<td><strong>Modern single order manufacturing</strong></td>
<td></td>
</tr>
<tr>
<td>Internet of Things - what this means for production and logistics</td>
<td>34</td>
</tr>
<tr>
<td>QRM - slimming for single order manufacturing</td>
<td>33</td>
</tr>
<tr>
<td>Value Engineering – Products too expensive for industry</td>
<td>34</td>
</tr>
<tr>
<td><strong>QRM intensive</strong></td>
<td></td>
</tr>
<tr>
<td>Quick response manufacturing (QRM) - workshop: planning and implementation</td>
<td>33</td>
</tr>
<tr>
<td>QRM – Slimming for single order manufacturing</td>
<td>33</td>
</tr>
<tr>
<td>Single Minute Exchange of Die (SMED) - lean set-up times in production</td>
<td>31</td>
</tr>
<tr>
<td><strong>Benchmarking in production</strong></td>
<td></td>
</tr>
<tr>
<td>Basics of controlling - production and logistics</td>
<td>38</td>
</tr>
<tr>
<td>Value Engineering – Products too expensive for industry</td>
<td>34</td>
</tr>
<tr>
<td>Performance measurement in production - visualizing successes and problems</td>
<td>32</td>
</tr>
<tr>
<td><strong>Quality management and ISO 9001:2015</strong></td>
<td></td>
</tr>
<tr>
<td>Practical application of ISO 9001:2015 – no excessive formalism, but getting better</td>
<td>35</td>
</tr>
<tr>
<td>Poka Yoke – avoid mistakes before they occur</td>
<td>35</td>
</tr>
<tr>
<td>Kaizen – installing quality circles and operate successfully</td>
<td>36</td>
</tr>
</tbody>
</table>

---

### Event Overview 2020

---

19
### Seminars

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement</td>
<td>Procurement - cost optimization rather than price reduction</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Supplier management – keeping an eye on goods and value flows</td>
<td>22</td>
</tr>
<tr>
<td>Warehouse and Inventory</td>
<td>Economical inventory management - delivery capability with low inventories</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>Warehouse management – modern picking systems</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>Lean Warehouse - the warehouse with lean management methods</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>Planning and Operating Warehouses – efficiency through shape</td>
<td>24</td>
</tr>
<tr>
<td>Supply Chain Management</td>
<td>Contract logistics – fundamentals and trends</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Innovative SCM strategies – designing successful networks</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Logistics in climate change - design robust supply chains</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>Risk management for logistics - identify risks, avert damage</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>Analyze value streams - reduce lead times, keep delivery dates</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>Processes in the supply chain - the business simulation game</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>Distribution logistics - regionally and globally optimized</td>
<td>28</td>
</tr>
<tr>
<td>Trade and Commerce</td>
<td>Changing retail logistics - challenges and future prospects</td>
<td>28</td>
</tr>
<tr>
<td>Production Management</td>
<td>Lean Administration – Production is buzzing but ...</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>Lean Production – understanding change</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>Production Control under Industry 4.0 – decentralized with a common goal</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Lean production – through optimized production control</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Lean production - development and implementation of production systems</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>Single Minute Exchange of Die (SMED) - lean set-up times in production</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>Performance Measurement in Production – visualizing successes and problems</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>3D - Printing: revolution in production and logistics</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>QRM – Slimming for single order manufacturing</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>Quick Response Manufacturing (QRM) – workshop: planning and implementation</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>Value Engineering – Products too expensive for industry</td>
<td>34</td>
</tr>
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<td>Internet of Things - what this means for production and logistics</td>
<td>34</td>
</tr>
<tr>
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<td>Practical application of ISO 9001:2015 – no excessive formalism, but getting better</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>Poka Yoke – avoid mistakes before they occur</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>Failure Mode and Effect Analysis (FMEA) – a systematic way of risk assessment</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>Kaizen – installing quality circles and operate successfully</td>
<td>36</td>
</tr>
<tr>
<td>Business Admin. in Production and Logistics</td>
<td>Business management basics in production and logistics - for non-merchants</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>Introduction into the strategic decision making process</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>Agile Project Management in Production and Logistics – change with a firm grip</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td>Basics of Controlling - production and logistics</td>
<td>38</td>
</tr>
</tbody>
</table>

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**Event Overview 2020**
Procurement -
Cost optimization rather than prize reduction

The subject of procurement is gaining greater importance in the industrial value-added processes. Therefore, professionals and executives are now expected to provide important contributions to the company’s success due to the high profit potential in procurement. Modern procurement ensures a smooth supply of materials in companies and their distribution to appropriate business units. The main tasks of procurement include the proper selection and supervision of suppliers, cost control and interface management both internally and externally. The aim of the course is to get to know and be able to implement modern procurement and purchasing management basics, in order to achieve targeted business-related procurement objectives such as quality assurance, delivery reliability and cost minimization.

Contents (among others):
✓ standard strategies of procurement
✓ procurement concepts
✓ chess in purchasing
✓ cost and price analysis

Target group: Employees from purchasing, production and logistics
Date and locations: March 3rd, 2020 in Dortmund; October 7th, 2020 in Dortmund
Duration and price*: 1 day, EUR 740.00 per participant

Supplier Management –
Keeping an eye on goods and value flow

The global integration of the flow of goods makes companies increasingly dependent on their suppliers. If the supply is at risk, this has a direct impact on their ability to delivery. Conducting a risk analysis creates transparency and provides the basis for the design of robust supplier networks and the establishment of preventive measures. The seminar is aimed at those responsible in Purchasing and Supply Chain Management, who want to protect or improve the continuous supply of material in their companies. Participants will be taught a tried and tested approach and train application in case studies.

Contents:
✓ clearly map supplier networks and global value streams
✓ causes for the interruption of the value streams
✓ tools for the analysis and evaluation of the risk potential
✓ optimization approaches to avoid risks in daily business
✓ information sources for practical application
✓ integration of risk management in the purchasing organization

Target group: Employees from production and logistics
Date and locations: March 11th, 2020 in München; December 15th, 2020 in Bremen
Duration and price*: 1 day, EUR 590.00 per participant

*) All prices excl. VAT
Economical inventory management –
Delivery capability with low inventories

Whenever the replacement times are too short and thus the flexibility in the company is insufficient, then stock has to ensure delivery capability. But which target position is correct? Many dispatchers rely on the requirements and recommendations of their ERP system without knowing how these arise. It’s no surprise then that this residual insecurity gets compensated with other reserve stock. Is this profitable? Certainly not!

Attendees will learn how the current planning process works and to interpret the information correctly. In order to become valuable experts in every kind of commerce and production company.

Contents:
✓ the true cost of inventory
✓ material costs and procurement costs compared
✓ introduction to different methods for determining the target portfolio
✓ discussion of application requirements
✓ comparing different disposition strategies
✓ decisions under uncertainty

Warehouse Management –
Modern picking systems

In recent years, new technologies in picking have turned into real competition for established systems such as picking and hand-held scanners. In addition to systems such as pick-by-voice and pick-by-light and entirely new approaches such as picking with data glasses, industrial tablets or even smartphones are now being pursued. Moreover, the optimized grouping of orders and route optimization also create considerable savings. This seminar provides an overview of the strengths and weaknesses of each technology, possible applications and the optimum networking of technologies and applications.

After this lecture, you will be able to determine the optimal order picking technology for your application. You will be able to recognize potential improvements in picking and know how to make better use of them. Advantages and disadvantages and application areas of the technology are considered.

Contents:
✓ Visually guided picking and picking with data glasses
✓ Multi-order picking / order batching
✓ route optimization
✓ picking lists, hand scanners, pick-by-voice, pick-by-light

*) All prices excl. VAT
Lean Warehouse –
the warehouse with lean management methods

Route and search times take the greatest time of play in the management of manual and semi-automated warehouses. In individual cases, there are up to 80% or even more. This need not to be! By applying intelligent method, the time of play can dramatically shorten while reducing the error rate. In this seminar you will learn which levers are critical and allow how to avoid the most common errors in storage, warehouse management and picking.

Contents:
- lean Production in the warehouse - which methods can be applied in the warehouse?
- Design and implementation of lean processes in a warehouse
- reduction of travel times the correct placement strategy
- picking made easy - on the right technology it comes to
- avoiding search times in random storage

installation of intelligence in daily business - modern IT creates lasting benefits

The contents are based clarified by case studies and group work in this interactive seminar.

Participants can try innovative devices themselves and get an insight into the current trends of software and hardware development locations.

Target group: Employees and decision-makers in the warehouse
Dates and locations: March 3rd, 2020 in München; June 30th, 2020 in Hamburg; October 20th, 2020 in München
Duration and price*: 1 day, EUR 590.00 per participant

Planning and Operating Warehouses –
Efficiency through Shape

The efficiency of warehouses is essentially determined by their design. For this reason it is necessary to know the warehouse processes already in the planning phase. The arrangement of shelves, the choice of shelf types and conveyor technology as well as the determination of suitable order-picking technology must be closely coordinated. Legal requirements have to be taken into consideration.

This seminar introduces you into planning process for warehouses. The main trades are presented. Based on benchmarks for investment planning, the participants get enabled to classify the profitability of a warehouse planning.

Contents (among others):
- Trades of new warehouses
- Design of essential warehouse processes
- Insight into legal framework conditions
- Guidelines for investment
- Influence of new (digital) developments
- Case studies

Target group: Employees from production and logistics
Dates and locations: March 2nd, 2020 in München; October 21st, 2020 in München
Duration and price*: 1 day, EUR 590.00 per participant

*) All prices excl. VAT
Contract Logistics –
Fundamentals and trends

In logistics, there is a wide range of services that can be outsourced, from the pure transport services up to the holistic contract logistics. Contract logistics means the long-term, labor and cooperation between shippers and logistics service providers with several logistical functions with increasing complexity being bundled into service packages. But what services can and should be included in such a package? This seminar shows where the potential of outsourcing is and what needs to be considered in a successful outsourcing project.

Contents:
✓ terms and principles of contract logistics
✓ opportunities and risks
✓ outsourcing logistics functions
✓ the tendering process
✓ selecting the right logistics partner

Target group: Employees from production and logistics
Dates and locations: March 26th, 2020 in München; October 8th, 2020 in Frankfurt/M
Duration and price*: 1 day, EUR 590.00 per participant

Innovative SCM-Strategies –
Designing successful networks

In globalized competition not only do companies compete for more market shares, but the supply chains are competing for customers. For configuration and control of these supplies, a deep understanding of modern supply chain management is necessary. The design areas, tasks and functions to develop and implement the correct SC strategy are the keys to achieving business success. Participants are able to reflect their own supply chain strategies and methods to change strategies will be conveyed.

Contents:
✓ different business functions of the SCM
✓ supply chain strategy
✓ supply chain design
✓ design dynamic Supply Chain
✓ design and segmentation of supply
✓ the bullwhip effect and the cause of
✓ Supply Chain Operations Reference model (SCOR model)

Target group: Employees from supply chain management, manufacturing and logistics
Dates and locations: March 27th, 2020 in Frankfurt/M; October 15th, 2020 in München
Duration and price*: 1 day, EUR 740.00 per participant

*) All prices excl. VAT
Logistics in climate change –
Design robust supply chains

Climate change will not wait for the securitization of supply chains. But what impact does climate change have on the supply chain? The design parameters have to be identified and purposefully adjusted. Only a robust supply chain with a correspondingly high degree of flexibility can survive the changing climate.

Participants learn how to recognize their own company’s vulnerability. Ways to deal with and maneuver around the risks in climate change and measures to strengthen a robust supply chain are transmitted.

Contents:
✓ challenges of climate change
✓ basics in network and supply chain management
✓ vulnerability in value networks
✓ management methods of a robust and flexible supply chain

Target group: Employees from production and logistics
Dates and locations: March 20th, 2020 in München; November 12th, 2020 in Nürnberg
Duration and price*: 1 day, EUR 590.00 per participant

Risk Management for Logistics –
Identifying risks, avert damage

You will learn how to successfully recognize, avert and minimize risks and damage in logistics and SCM, which means ensuring the supply chain according to production and customer requirements in a mostly international, highly volatile and not fully transparent environment.

This seminar will present methods and tools that are suitable for identifying and evaluating risks in the supply.

Contents:
✓ risk classification
✓ methods for risk assessment
✓ controlling
✓ risk prevention
✓ implementation in the company
✓ case examples - guidelines - discussion

Target group: Employees from purchasing, procurement, production and logistics
Dates and locations: April 22nd, 2020 in München; November 13th, 2020 in München
Duration and price*: 1 day, EUR 590.00 per participant

*) All prices excl. VAT
Analyze Value Streams –
Reduce lead times, keep delivery dates

Lean production and yet still able to comply with the required delivery dates. A wishful thinking only? Using the value stream method process, barriers can be identified and systematically eliminated. Here the focus is not only on improvements, but specifically the holistic efficiency-enhancement of the value chain. Participants will learn how to act on and flexibly work for the operating result from shortened lead times. Using the value stream method, you can learn how complexity can be defused and the interfaces better managed within the enterprise.

Contents:
- requirements for the company
- bases the value stream method
- value currents measured with the VSM
- target state for a lean and efficient production
- systematic implementation and deployment within the company
- impact of efficient value stream on operating income

Target group: Employees from production and logistics
Dates and locations: March 5th, 2020 in München; November 13th, 2020 in München
Duration and price*: 1 day, EUR 590.00 per participant

Processes in the Supply Chain –
The business simulation game

The business simulation is modular and can therefore be realistically adapted to any supply chain. It can simulate all effects affecting a supply chain in reality (e.g. product changeovers, machine failures, committee, reduced quality, fluctuating lead times). As process member (in their role in the simulation), participants can experience how right measures positively impact the workload in their daily business. Using the realistic simulation, the effects in terms of financial and logistical indicators of a real company can be successfully predicted.

The Business Simulation includes:
- examining what is behind the idea of supply chain management
- as concrete actions that affect the performance of the entire company context,
- which can be immediately implemented in the supply chain and improve the company’s results
- clearly demonstrating how such an improvement in the supply chain within the company can be achieved

Target group: Employees and management from production and logistics
Dates and locations: March 6th, 2019 in München; October 23th, 2020 in München
Duration and price*: 1 day, EUR 590.00 per participant

*) All prices excl. VAT
### Distribution Logistics – Regionally and globally optimized

Service orientation, continuity, partnership and maximum customer benefit at minimum prices are not only trends in distribution logistics, but design principles of successful distribution systems. Therefore, for the specialist in the field of distribution logistics their tasks are becoming increasingly interesting and demanding. In particular, the technical possibilities have grown enormously. Therefore, it is even more important to optimize product and data flows and make efficient use of these analogous to the current technology.

Increased customer and competitor orientation also provide process-oriented requirements for the design of logistics processes, as in particular the individualization of customers’ desires also need to be reflected in the configuration of the logistical processes.

**Contents (among others):**

- ✓ customer requirements
- ✓ distribution concepts
- ✓ single and multistage distribution
- ✓ sales channels and logistics concepts
- ✓ outsourcing and LDL

#### Details

**Target group:** Employees from production and logistics

**Dates and locations:** March 3rd, 2020 in München; October 20th, 2020 in München

**Duration and price (EUR):** 1 day, 590.00 per participant

### Changing Retail Logistics – Challenges and future prospects

Individualized customer requirements, shorter planning periods, highly fluctuating demand behavior, global procurement, sustainability and altered demographics are just a few examples of the challenges facing today’s trade logistics structures stakeholders and actors.

Being ready and able to counter and engage the complex, dynamic logistics today and tomorrow means planning logistic requirements within these networks, while creating efficient delivery structures so as to be able to permanently exploit the potential of the process optimization.

**Contents:**

- ✓ basics of retail logistics
- ✓ challenges in retail logistics
- ✓ efficient consumer response (ECR)
- ✓ metrics and performance measurement systems

#### Details

**Target group:** Employees from commerce and retailers

**Dates and locations:** March 18th, 2020 in Düsseldorf; November 10th, 2020 in München

**Duration and price (EUR):** 1 day, 740.00 per participant

*) All prices excl. VAT
Lean Administration –
Production is buzzing and still it does not really go around?

A company does not just consist of an optimized production. Lean Production needs a congenial player: Lean Administration.

With our seminar "Lean Administration" you look deeply into the processes of administration and get the most out of your company. Together with you, we look at the waste in internal processes and provide you with strong tools and methods for your disposal.

Contents:
✓ Avoid wastage (duplication, search times, queries, waiting times, etc.)
✓ Create process transparency & introduce standards
✓ Adapt resources to the needs
✓ How to involve an integrated corporate culture (Hoshin Kanri)
✓ Key figures for evaluation and development

Target group: Employees from administration departments
Dates and locations: March 4th, 2020 in München; October 21st, 2020 in München
Duration and price*: 1 day, EUR 590,00 per participant

Lean Production –
Understanding change

These originally Asian methods and tools have been known by the Western world since the early 90s, and as "lean production," they have changed and shaped the production systems of many companies. But to achieve sustained success, it is not enough to know and implement a few methods. Only when deployed in the overall context can Lean Production be truly fully effective.

Using numerous practical examples and cases, Lean Production concepts and practices are worked through together in groups. Participants also learn which obstacles prevent lean production from being successfully employed in the enterprise.

Contents:
✓ Comprehend the other approach: History of Lean Production
✓ Presentation of the main methods and tools
✓ deepening of selected methods and tools at the example
✓ Introduction Philosophy
✓ The Staff - the central element

Target group: Employees from production
Dates and locations: March 2nd, 2020 in München; June 8th, 2020 in Dortmund
October 19th, 2020 in München; December 11th, 2020 in Dortmund
Duration and price*: 1 day, EUR 590,00 per participant

*) All prices excl. VAT
Lean Production – through optimized production control

The differences in current production control procedures no longer consist of just push or pull. Today, various methods are available to choose from. Why is that? Each control method is characterized by advantages and disadvantages. Thus it becomes quickly clear that only if the conditions for the application are met can production processes be securely implemented and controlled. Our mutual goal: meeting the customer’s requested scheduling needs as easily and efficiently as possible for the company.

Participants methodically and experientially learn in case studies how these procedures work and evaluate which approach is the most promising for their own production system. They discuss the impact of optimized production control on work organization throughout the company.

Contents:

- Introduction of the push and pull systems
- Presentation of the main control methods
- Discussion of individual application requirements
- New developments for lean control with many variants

Target group: Employees and management from production and production control
Dates and locations: March 25th, 2020 in München; October 27th, 2020 in München
Duration and price*: 1 day, EUR 590,00 per participant

Production Control under Industry 4.0 – Decentralized with a common goal

The introduction of Industry 4.0 is characterized by decentralized processes - often even supported by the Internet of Things, where orders themselves seek their way through production. The aim is to shift the decisions to the place of the event. The planning accuracy increases and the resulting deviations from the plan decrease significantly. The customer benefits from increased delivery reliability. At the same time the company reduces its planning effort. It results in a real win-win situation.

The seminar describes which prerequisites have to be met and how they can be achieved in an existing production. Building on this, different control methods are shown and their advantages and disadvantages discussed.

Contents:

- Processes and structures of production under Industry 4.0
- Required conditions for a decentralized production control
- Presentation of different approaches
- Determination of the respective advantages and disadvantages
- Discussion based on case studies

Target group: Employees and management from production and production control
Dates and locations: July 7th, 2020 in München; December 12th, 2020 in München
Duration and price*: 1 day, EUR 590,00 per participant

*) All prices excl. VAT
Lean Production –
Development and implementation of production systems

A production system (leaning against the Toyota production system) is aligned with the thought to avoid waste, while having production process at high quality and reliability. High productivity stands clearly in the foreground. For achieving these goals two principles have to be implemented:

**Principle 1:** continuously flowing and synchronized processes to enable a KANBAN-Control

**Principle 2:** high product and production quality by applying appropriate quality processes (such as Poka Yoke and visualization)

These principles in a production system methodically are supported by tools that work interlocking. It is irrelevant whether it is serial or individual production. As a result, synchronized quality processes in the JIT are achieved.

**Contents:**
- Understanding of the system and the need to deal with the modern production systems.
- Preventive maintenance TPM
- POKA YOKE
- shopfloor management / visualization

**Target group:** Team -, project -, site –, production and quality management

**Dates and locations:** March 6th, 2020 in München; June 9th, 2020 in München; September 29th, 2020 in Frankfurt/M.; December 01st, 2020 in München

**Duration and price**: 1 day, EUR 590.00 per participant

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Single Minute Exchange of Die (SMED) –
Lean set-up times in production

The optimum batch size is determined by the set-up costs and inventory costs. Reaching for low inventory, it always comes back to this tension. The effort to keep the downtime of machinery and equipment to a minimum, are long throughput times meet with relevant stocks.

SMED, an approach which is based on the Toyota Production System, reduces makeready times to a minimum. This makes it possible to reduce the batch sizes, reduce stocks and to make the manufacturing process more flexible. After the seminar the participants know the necessity and benefits of drastically reduced setup times. You can then moderate SMED-analyzes and SMED-workshops in your own company. Identify waste, visualize and initiate measures to reduce it.

**Contents:**
- Fundamentals, philosophy, benefits
- The road to shorter set-up times
- practical examples, hints and experiences
- implementation strategies

**Target group:** Employees and project management from production

**Dates and locations:** March 24th, 2020 in München; October 28th, 2020 in München

**Duration and price**: 1 day, EUR 590.00 per participant

*) All prices excl. VAT
Performance Measurement in Production – Visualizing success and problems

The objective right targets and measuring performance are closely related. And only when the target values are accepted by all parties, the appropriate methods and the evaluation of target achievement for the daily operations can be reconciled. Behavior and mindset of all parties lasting steered by the target system.
But the not-achievement of target levels is an important finding too. Through analyzes potential for future performance improvement can be seen. But only with the right corporate culture deficits are not covered up, but seen as an opportunity to improve.

Contents:
- What role play benchmarks
- Reconciliation of benchmarks on your own company or the production line
- The relationship between goals and metrics
- The conduct of parties targeted control
- indicators and their impact
- corporate culture and their message to all stakeholders in the company
- recognize problems and causes - the way to become better

3D- Printing – Revolution in production and logistics

Since its inception, the 3D printing has developed. There are already first industrial applications. The end of this development is far from being reached. Forecasts say the technology a further rapid progress and a widespread advance. The result - the impact result in a change of the operational and organizational structure in companies and to break the existing logistics services.

The seminar will help you now to make the right decisions for the future

Contents:
- View of current applications and the performance of commercially available 3D printers
- perspective on likely developments in the future given
- Economic areas
- foreseeable consequences for production and logistics
- New business models and a complete rethinking of existing production and logistics processes

*) All prices excl. VAT
Quick Response Manufacturing (QRM) – Slimming for single order manufacturing

More often encounter the methods and tools of lean production to its limits. The reason: The customer is to meet its specific needs. Mass production and standardization can thus be implemented more rare.

One solution is the approach of the Quick Response Manufacturing. Essential elements of Lean Production will be adopted and supplemented with new. The result is a new method kit that helps variants dominate slim.

The participants will be introduced step by step in the new production system. Based on previously implemented practical projects, the trainer will demonstrate the functioning and implementation of QRM.

Contents:
- Content and effect of the Quick Response Manufacturing
- Impact on the business organization
- Production Control with POLCA
- New objectives and performance measurement systems the company needs

Attention! This approach revolutionized your enterprise!

Target group: Management from production and logistics
Dates and locations: April 23th, 2020 in München; December 17th, 2020 in München
Duration and price*: 1 day, EUR 590,00 per participant

Quick Response Manufacturing (QRM) – Workshop: planning and implementation

This seminar is focused on the realization of the methods of QRM. Typical problems are discussed and assistance in introducing mediated. The methods of QRM must be known to the participants. For this reason, the participation in the above seminar "Quick Response Manufacturing (QRM) – Slimming for single order manufacturing" represents a requirement.

Participants will be placed into a representative Lean company and have to prove themselves in the conversion of the company.

Contents:
- Case study - the way Quick response manufacturing can be successfully implemented in a business
- Importance of corporate culture
- Indicators of mass production as compared to indicators of a flexible single-order production
- Adaptation of the organization and processes across the enterprise

Target group: Top-Management and management from production and logistics
Dates and locations: April 24th, 2020 in München; December 18th, 2020 in München
Duration and price*: 1 day, EUR 1,200,00 per participant

*) All prices excl. VAT
Value Engineering –
Products too expensive for industry – standard or exception?

Producing cost-effective products efficiently is the goal of every company. But how do you manage that? The answer to this question is provided by this seminar. Merging the two disciplines "Lean Management" and "Value Analysis" makes you benefit from a new Value Engineering approach with strong synergy effects.

The two speakers will represent the two disciplines mentioned above. Practical examples will introduce you to the methods of lean management in combination with the methods of value analysis. You will also get an overview of innovative software tools in this environment. The money is in your products! Use this to your advantage.

Content:
- Recognition of individually meaningful methods in the everyday operating environment
- Innovative savings potential through software-based tools "State of the Art"
- Benefits from value engineering and lean management
- Holistic view along the product development process
- Update and extend your method knowledge
- Illustration based on practical examples and case studies

Target group: Employees from development, production and procurement
Dates and locations: June 2nd/3rd 2020 in München; September 21st/22nd 2020 in Hannover
Duration and price*: 2 days, EUR 1.180,00 per participant

Internet of Things –
What this means for production and logistics

For years, the terms industrial 4.0, the Internet of Things and digitization can be found everywhere in the technical press. But how practical is the impact on business today and in the near future? What do they mean for competitiveness?

The participants will receive in this conference an overview of the actual contents of Industry 4.0 and digitization. There are innovative approaches presented, which are already available and keep the business processes under permanent change.

Contents:
- Disambiguation of Industry 4.0 and digitization
- Cyber Physical Systems (CPS): phantom or real world?
- Learning what is really new
- Impact on competitiveness
- The corporate organization of the future (in structure and sequence)
- Role of information technology
- Impact on the inter-company cooperation

Target group: Management from production and logistics
Dates and locations: May 5th, 2020 in München; December 10th, 2020 in München
Duration and price*: 1 day, EUR 590,00 per participant

*) All prices excl. VAT
**Practice - methods – innovation**
- know-how and success for professionals -

### Practical application of ISO 9001:2015 –
No excessive formalism, but getting better

Since September 2015, the new version of ISO9001 applies. It offers companies a great deal of freedom to apply the standard in a meaningful way and thus to build a management system with impact. Real improvement is the reward - and not just in the narrower sense of quality. The standard PDCA cycle contained in the standard provides an excellent basis for those responsible. What does this mean for your company? The approach is important. Not documentation and bureaucracy are the core of the procedure, but an applied process orientation. The effect is reinforced by the sensible use of risk considerations and knowledge management measures. The seminar will assist you in applying ISO9001 - whether in preparation for an upcoming certification or simply to get better.

**Contents:**
- Content and approach of ISO 9001
- To live PDCA means to proceed systematically
- The pragmatic way to quality management system (including milestone plan)
- Use risk and knowledge management in a meaningful way
- Testimonials from ISO9001: 2015 certifications and implementation tips

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<th>Employees and management from Quality and Environment Management</th>
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### Poka Yoke –
Avoid mistakes before they occur

Lean Production is based on standardization and avoidance of any kind of waste. Waste always occurs when mistakes are made and rework is effected. To avoid simple mistakes the Lean Philosophy applies Poka Yoke. Poka Yoka summarizes a wide collection of principles, which do not allow mistakes to happen. Product design and construction are taken into account as well as production and all departments along value adding. Based on a great number of examples the operating mode of Poka Yoke is displayed in this seminar and transferred to the application in a daily business process.

**Contents:**
- The Poka Yoke philosophy
- Poka Yoke as a module of Total Quality Management
- The Poka Yoke system
- Product and process Poka Yoke
- Implementation in companies

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*) All prices excl. VAT
Kaizen – Installing quality circles and operate successfully

Continuous improvement should be a firm institution in business today. Yet many companies find it difficult to translate thinking into action because it requires initiative and decision-making freedom for employees. Things that are often difficult for both employees and supervisors. Lean Production dissolves the classical division of labor between planning and executive work and also transfers planning, controlling and controlling tasks to the workshop. The experience and competences acquired by the workers in day-to-day business are used to improve and safeguard the manufacturing processes. Quality circles thus open up improvements in the current series.

Contents:
✓ Worker participation as an integral part of Lean Production
✓ Motivation for change and improvement
✓ Process improvements through suggestions for improvement - KAIZEN - Qualitätszirkel
✓ Methods for process assurance through quality circles: FMEA, Ishikawa, Taguchii, Poka Yoke
✓ Planning and realization in the PDCA cycle
✓ case studies

Target group: Employees and managers from quality departments
Dates and locations: March 23rd, 2020 in München; October 26th, 2020 in München
Duration and price*: 1 day, EUR 590,00 per participant

*) All prices excl. VAT

Failure Mode and Effect Analysis (FMEA) – A systematic way of risk assessment

Problems which pop up unexpected are the main cause for turbulences in business. As a consequence orders cannot to be finished in time or only with high costs. Hence risk management proposes to avoid risks by applying preventive measures. FMEA is a wide spread methodology for analyzing and evaluating products and processes with regard to their failure proneness. This seminar introduces the FMEA proceeding and tools. Based on examples application is getting demonstrated and trained. Results identify failure causes and measure to be taken. A suitable project management has to be installed.

Contents:
✓ Proceeding in a system -, construction- and process FMEA
✓ Tools to conduct a FMEA
✓ Implementation in business processes
✓ Reference to ISO 9001:2015
✓ Examples from daily work
✓ Experiences

Target group: Employees and management from Quality and Environment Management
Dates and locations: March 25th, 2020 in München; October 27th, 2020 in München
Duration and price*: 1 day, EUR 590,00 per participant

*) All prices excl. VAT
**Business Management Basics In Production And Logistics – For non-merchants**

Contemporary vertical collapse and job cuts, reorganization of work processes, team and project work lead increasingly to major changes in traditional job descriptions. Especially workers in industrial and technical, scientific, medical or social sectors are often affected by the increasingly necessity for business skills in order to practice their profession. Basic knowledge of business administration are also available for professionals with non-economic education is becoming increasingly important. These need to become familiar with commercial problems of the company to make business decisions appropriately and competently.

**Contents (among others):**
- business objectives
- divisions
- business organization
- introduction to purchasing, production and logistics

**Target group:** Non-merchants  
**Dates and locations:** April 1st, 2020 in München; Oktober 21st, 2020 in München  
**Duration and price*:** 1 day, EUR 590,00 per participant

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**Introduction into the strategic decision making process – Helpful tools for optimizing decisions**

The increasing demands on employees’ ability to make decisions in national as well as international companies present new challenges to executives and entail not insignificant risks for the management due to suboptimal strategic decisions. The seminar "Introduction to Strategic Decision Making" will address the growing importance of having a deep understanding in strategic decision-making. The tools of decision-making imparted in the module are central and indispensable components of a professional competence in the performance of leadership tasks.

In particular, it should be shown how these tools can used for a better decision-making.

**Contents:**
- The strategic decision-making process
- The seven most important basic tools
- Further analysis methods briefly presented
- Numerous examples for exercising

**Target group:** Employees from all departments  
**Dates and locations:** March 13th, 2020 in München; November 24th, 2020 in Frankfurt a. M.  
**Duration and price*:** 1 day, EUR 590,00 per participant

*) All prices excl. VAT
Customer wishes and technology are subject to constant change. No wonder that projects in production and logistics have to cope with changes during their lifetime. These concerns objectives, content and terms. But how can projects be successfully completed despite of existing uncertainty? One option is agile project management. Successfully used in software development for years, it also offers potential for production and logistics. The essential tools and methods are presented and transferred to the application in production and logistics. Case studies are used to demonstrate and practice their use.

Contents (among others):
- Comparison of classic and agile project management
- Limitation of suitable applications
- Introduction to Scrum and Kanban
- Cases studies

Target group: Project managers from production and logistics
Dates and locations: July 3rd, 2020 in München; December 9th, 2020 in München
Duration and price*: 1 day, EUR 590,00 per participant

Controlling has become a comprehensive concept of corporate management. The aim of the event is the practical teaching of methods and instruments of controlling in purchasing and logistics as well as the demonstration of the possibilities for their efficient use.

Contents:
- basics of Controlling
- controlling as part of the management system
- strategic Controlling
- strategizing
- blocks a controlling conception
- Information processing Controlling to implement the holistic Controlling
- metrics and ratios system
- operational Controlling
- Balanced Scorecard as a tool for development and implementation of strategies

Target group: Employees from production and logistics
Dates and locations: March 25th, 2020 in München; November 11th, 2020 in Frankfurt a. M.
Duration and price*: 1 day, EUR 590,00 per participant

*) All prices excl. VAT
In-house Offers
Inhouse-Offer

Successful implementation of your requirements guaranteed!

This is not just a slogan but our mission: when you opt for an in-house seminar or in-house workshop with the IPL, you not only decide exactly which and how many people will participate, but also determine the location, topic, time, date and duration.

Your needs coupled with our experience create the content and course of the workshop. The main focus remains transmitting timely, practical, relevant and applicable concepts and processes that deliver immediate, measurable results. Quick wins:

- Participants specifically gain the necessary knowledge to launch the next stage
- All the concepts and practical examples come from your company. Thus: no time wasted looking for how these fit, but quick and complete identification
- Interdepartmental tasks can be synergistically analyzed, discussed and resolved
- A strategically coordinated and carefully scheduled action plan directs tactical implementation after completion of the workshop
- Methodologically sound, compact, on point

Exemplary topics include (among others):

- Implementation of Industry 4.0 / Internet of Things in your company
- Reduction of lead times in processes
- Proper steering and control of production lines and increasing delivery reliability
- Correct determination of target stocks
- Determining a performance measurement system and benchmarking
- Determining and reducing variant costs and reduction of set-up times
- Introduction of production systems

If your topic is missing, give us a quick call to find out how to organize a bespoke event along those lines. Our crew of specialists with expertise in a wide range of areas in production management and logistics can put together any program you need to succeed. Our practical management experience, intercultural knowhow and cutting edge technological insights gained over several decades to help you move forward and address almost any problem you might be facing, in German or English. Let us help you to achieve your goals!!

Event Overview 2020
Make IPL the Think-Tank of your company

The IPL-Flatrate:
You are wanting a partner who is able to provide the desired knowledge – permanent and always in state of the art? IPL offers the flatrate for knowledge. Your benefit: Get focused on your targets and we deliver all required knowledge and competences to achieve these targets.

There are two programs of IPL-Flatrate

Volume-Flatrate:
You only fix the total annual volume of seminar days. Later you decide what topic, date and participant – always in line with your current demand.

Personal-Flatrate:
Tell us, which employees are to join the program and get all seminars free – without limitation.

You want IPL-Flatrate inhouse? No problem. We set up your specific inhouse program.

IPL-Flatrate – a program for continuous partnership.
Efficiency and cost reduction make it unique!
E-Learning and Blended-Learning

The Internet today offers a flood of information. In many cases, the quality and completeness remains open. But finding information on the Internet does not have to be a game of chance. The structured use of modern learning platforms even offers many advantages.

- Complete information
- Company-specific prepared
- Learning effect self-verifiable
- No travel costs
- Repeatable
- Available at any time of day or night
- No noticeable downtime in working hours
- Whole teams receive the same level of knowledge

IPL brings it together: expertise in production and logistics coupled with the tools to build your in-house knowledge base!
Registration
I hereby register for the following event and understand that this registration is binding.

Title of Event: ________________________________________________________________

Location: _________________________________________________________________

Date: _________________ Price (excl. tax): _______________ € / Pers.

Personell Information:

Name: ___________________________________________________________________

First Name: __________________________________________________________________

Company: ___________________________________________________________________

Department: ___________________________________________________________________

Position: ___________________________________________________________________

Tel.: ___________________________________________________________________

E-Mail: ___________________________________________________________________

Adress: ___________________________________________________________________

Date: ____________________ Signature: ____________________

Terms:

1. Registration: registration to attend events occurs on the registration form or otherwise in writing, stating name and surname of the participant, its function and department within the company as well as the billing address. The application is binding if it is provided with signature and the IPL reached by mail, email or fax.

2. Booking: The booking is made in order of registration. If the event is already fully booked or can not take place in the announced form for other reasons, the IPL shall immediately inform. Optionally the IPL provides a repeat date or an alternative event.

3. Confirmation: After receipt of your registration you will immediately receive a confirmation. Please check the correct spelling of your name and company name. The registration confirmation includes the address, telephone / fax number of the conference hotel and the invoice.

4. Fees: The participation fee plus VAT is due upon receipt of invoice, in any case no later than 14 days before the event.

5. Cancellation of Participation: In the case of cancellation up to 2 weeks before the event an already paid participation fee minus an administrative fee of 100, - € is refunded. For later cancellations the full fee will be charged unless a written evidence of a different damage or expense will be rendered by the registered person. To meet the deadline of the withdrawal a writing has to be sent to IPL by E-Mail, Mail of FAX. Cancellation fees do not apply if a replacement participant is provided at the date of the event.

6. Change of lecturers: To avoid event cancellation IPL is permitted to make a change of faculty and / or the flow of an event if a lecturer fails due to illness or other unforeseen reasons, unless this is not unreasonable.

7. Event Cancellation: If the event has to be cancelled because of unforeseen circumstances, such as are failure of a lecturer, insufficient participation by cancellations or for other organizational reasons, registered participants will be notified immediately. The paid participation fee will be refunded immediately. Further claims are excluded, unless they stem from willful, gross negligence or breach of contract. In case of a minor breach of substantial contractual obligations, liability is limited to typically foreseeable damage.

8. Hotel: In each conference hotel we have reserved a limited number of rooms for you. Please make the booking on your own under the keyword "IPL". For the address of the hotel, please refer to your confirmation. Please note that room quotas are temporarily available. Participants are liable for all kind of cancellations or changes of room bookings.

9. Copyright: The handout issued at the event are protected by copyright and may not - even partially - be reproduced without the consent of the IPL and the speaker or used commercially.

10. Privacy: Your data will be stored for IPL internal processing and advertising purposes in strict compliance with the DSGVO.

11. Application of Jurisdiction: In case of litigation and the contractor is a merchant, legal person of public law or public special assets the exclusive application of jurisdiction is Munich.
Event Overview 2020
The IPL is a highly efficient, cost-effective expert partner for the development of effective, innovative solutions in the field of production management and logistics. IPL helps clients get better results through such services as:

- company-specific and open trainings and seminars
- logistics business games
- development of (logistical) future strategies for your business
- innovation through applied research
- quality certifications
- process improvements in procurement, production, warehousing and distribution as well as related departments

The IPL works closely with many companies and organizations as a respected partner. We also enjoy an exclusive partnership with the Education and Training Association of the Bavarian Economy (Bildungswerk der Bayerischen Wirtschaft) in production and logistics. Open courses in cooperation with bbw include:

- Economical inventory management
- Analyze value streams

If you cannot find your topic in this list? Please contact us to arrange a tailor-made course. Due to our extensive expert portfolio, we can provide optimal training for all of your needs on short notice.

The event registration form as well as updated event catalog and descriptions of current and new offers are available online at: www.ipl.de