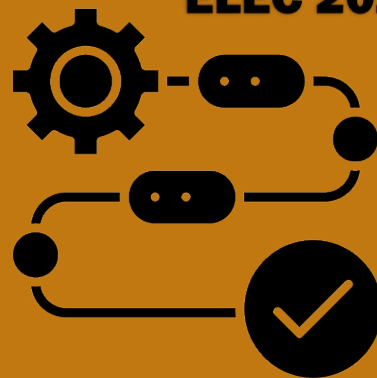


ELEC 2024

European Lean
Educator Conference

ELEC 2024



Lean Practice for a Better Future



25 -27 September in Chemnitz, Germany

Objectives and Scope

Welcome to 10th ELEC!

- **Sharing Lean management and operations improvement practices across academia and industry –**

The 10th European Lean Educators Conference brings together leading experts on Lean and any approach related to making things better, and potentially cheaper. It is dedicated to fostering knowledge exchange within academia as well as between academic institutions and industry, which we believe is especially important given current global contexts.



As such, ELEC 2024 provides a platform for professors, teachers, trainers and coaches from academia, industry and public sector organizations to share their knowledge and experiences and learn from one another. ELEC conferences distinguish Lean thinking as a broad management and operations improvement philosophy, fully grounded in science and supported by a continually growing set of methods, techniques and tools.

Conference Topics

Welcome to 10th ELEC!

Topics of interest include, but are not limited to the following. These topics just provide a broad indication. We are specifically interested in new insights from practice that go beyond established keywords, concepts and practices.

Lean & Digital

- Digital lean manufacturing
- Lean digital transformations
- Lean automation

Lean Techniques

- Agile / Scrum
- Lean supplier development
- Action research & action learning

Lean Leadership

- Lean coaching
- Lean sensei
- Lean transformations

Teaching and Learning Lean

- Lean education
- Blended learning
- Lean games

Lean as a concept

- Lean programs
- Lean theory (if any)
- The history of lean

Beyond Lean

- The future of lean
- Lean and other concepts



Directions

Welcome to 10th ELEC!

● Board the tram **C13 (towards Aue)** or **C14 (towards Talheim)**

You can purchase a day ticket for the trip.

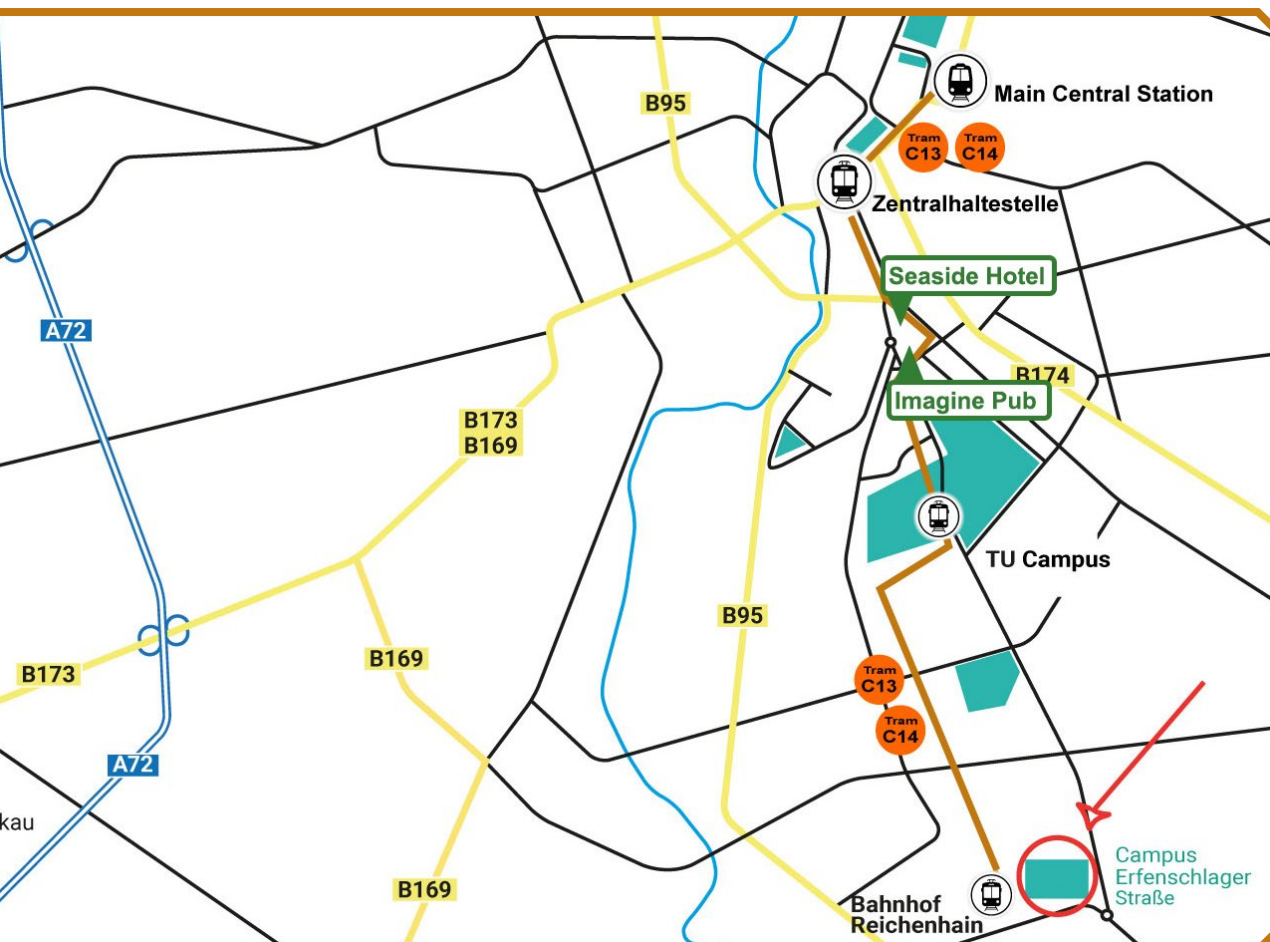
A single day ticket costs 6 EUR. Alternatively, it is possible to purchase a group ticket (up to 5 people) at a lower price.

● Tram Stop: **Station Bahnhof Reichenhain, Chemnitz**

Duration: 8 minutes walking

(pick-up at the station by the organizers)

● Final Destination: **Building B, Erfenschlager 73, Chemnitz**



Keynote Speakers

John Bicheno

Lean Education

Abstract: Lean education takes many forms, some more successful than others. John has been exploring new ways to bring the Lean message home with undergrad students, executive students and lean practitioners. One issue is that many business students see Lean, and wider operations management, as secondary to their prime interests in other management areas.

This is relevant because some of those business students will eventually be influential in Lean implementations. The aim of the presentation is to stimulate discussion amongst ELEC attendees.

Bio: John Bicheno is Emeritus Professor of Lean Enterprise at the University of Buckingham. For 15 years he was course director of the MSc in Lean Operations at Lean Enterprise Research Centre (LERC), Cardiff Business School. This hands-on executive program was the first Masters in Lean in the world. John is perhaps best known as the author of The Lean Toolbox (with Matthias Holweg and now in its 6th edition), Human Lean (with Noel Hennessey), and The Lean Games and Simulations Book. During the 1980s he was Associate Professor of Industrial Engineering at the University of the Witwatersrand, Johannesburg during which time he began exploring Lean/TPS with Toyota South Africa. He is still learning.



Keynote Speakers

Nadja Böhlmann

Hands-on Lean and where we might've gotten it wrong

Abstract: Scrum has its own framework, Lean has a box of chocolate with endless opportunities. Lean is considered the result of the Toyota Production System. Bob Emiliani writes: "TPS is not a toolbox. It is not a set of lean tools like Just-in-Time, 5S, kanban, etc. TPS is a highly developed production system in which all elements interact to form a smoothly functioning whole. At the same time, this system aims to support and encourage people to continuously improve the processes they work with. Unfortunately, many books dealing with lean production promote the misconception that TPS is a collection of tools to make production processes more efficient. This completely misses the point of these instruments as well as the concept of putting people at the centre." James Womack himself said at a Lean Conference in Helsinki 2019 that he is "surprised that Lean is still considered as window dressing." The market is full of "5S"-Gurus, selling only one tool or companies that focus on Shopfloor Management only. Many are missing the holistic system authors such as Bob Emiliani are describing. I am partially on the "consumer side" of Lean and on the consultancy side. The gap between theory and reality in some companies of the German industry cannot be wider. As long as there are companies that are not allowing improvements below 10.000 €, we're not



Keynote Speakers

Nadja Böhlmann

even close to fully understanding what "Lean" is. Where is the theory wrong, where was the first generation of "Lean"-Experts in Germany wrong? Where are we still wrong?

Bio: From the German Armed Forces to Process and Lean Expert. An army officer who is entering the field of process optimisation? Sounds unexpected, but that's precisely what I am. In the German Armed Forces, everything works with clear structures, standards, and rules. I learnt to train people, motivate them and took responsibility for a large team. Here I was not only a trainer, but also head of department of a logistics unit and head of training for further educative programmes. These formative years showed me that my true strength lies in training, leadership, and strategy development. My professional journey after the German Armed Forces was shaped by various stations, which brought me a decisive insight: clear and flowing processes are at the heart of a successful organisation. Nadja currently works as a Manager of a Lean department in two production sites at an automotive supplier for electrification and powertrain solutions. She herself warns top managers not to start with kaizen or Lean if they do not realise beforehand that this step of cultural change will consume a lot of energy and attention. "If you are not prepared to accept all this, then don't start with Lean at all and don't think any further about running a sustainable and growth-orientated company!" Nadja Böhlmann has found her own company "The Kaizen Profiler" in 2021 and also supports other companies in the industry in this mission. She is also a moderator at specialist conferences and a speaker on international stages.

Keynote Speakers

Peter Hines

The Future of Lean

Abstract: Lean as a term has been in use for over 30 years and has evolved from a simple collection of tools, to a sophisticated approach used by many organisations across the world. It continues to evolve, some believe into a theory. Over the last two decades two approaches, agile and Industry 4.0, have also gained a considerable following. This key note talk looks at the future of lean both with its further evolution into the leadership and human resource areas as well as in adjusting to the dislocating effects of Industry 4.0. It considers how a future theory should add to the existing scientific thinking encompassed within the Toyota Way, with contributions from behavioural science, neuroscience and psychology. In addition the session will look at the practical future for Lean in terms of what will it look like for industry and what the role of universities will be in this future.

Bio: Professor Peter Hines, was the Co-Founder of the Lean Enterprise Research Centre at Cardiff Business School. LERC grew to be the largest academic research centre in lean globally. He has undertaken extensive research into Lean and written or co-written twelve books including Shingo Prize winning books "Staying Lean", "Creating a Lean & Green Business System" and "The Essence of Excellence".



Keynote Speakers

Peter Hines

His latest book "Why Bother" was published in 2022 and received Shingo Publication Award in May 2023. Peter now runs the Enterprise Excellent Network providing European based forms with on-site benchmarking, learning and networking opportunities. He also continues his academic links with work in the Lean/Industry 4.0 and Lean/People spaces and is a Visiting Professor at South East Technological University and Faculty Fellow with The Shingo Institute at Utah State University.

Keynote Speakers

Constantin May

Ten Years of Lean: A Retrospective on the Evolution of Lean Management, its Teaching, and the Growth of the Lean Educator Conference

Abstract: In "Ten Years of Lean: A Retrospective on the Evolution of Lean Management, its Teaching, and the Growth of the Lean Educator Conference" celebrates a decade of developments in lean management. This keynote provides an overview of the advances in lean methodology, its teaching, and the role of the Lean Educator Conference as a meeting place for innovation and exchange. The milestones and challenges of the last ten years will be highlighted and a look at future trends will be taken. This keynote is a tribute to the community that lives and teaches Lean and a look at how we can equip ourselves for the challenges of the coming years.

Bio: Professor May earned his degree in Industrial Engineering from the Technical University of Kaiserslautern, followed by a stint as a business consultant at IDS Scheer AG. After serving as a research assistant at the Faculty of Business Administration in Ingolstadt, he completed his doctorate on the application of Artificial Intelligence in production at the Technical University of Kaiserslautern. Subsequently, Professor May held various leadership roles in the automotive sector, including extended periods in Asia.



Keynote Speakers

Constantin May

Since 1999, he has been teaching and conducting research in Lean Management, Production Management and Logistics at Ansbach University of Applied Sciences. As the Academic Director, he has been instrumental in the success story of CETPM since its inception in 2005. Professor May is a thought leader, a prolific author of multiple books, the publisher of the "Deutscher Management Verlag", and a sought-after speaker both domestically and internationally.

Keynote Speakers

Eivind Reke

Learning in Lean - Searching for the Kaizen Spirit under the Northern Lights

Abstract: Lean is the alternative business model of our time. Its customer first, problem-based approach to business growth aligned with try-and-see people development makes it a humanistic approach to running a company, where people take responsibility for the changes they make, on every level. Lean has both a soft side and a hard side ? the first through respect for people and belief in their potential, and the latter through a relentless focus on technical learning and development, through challenge, problem, kaizen now! Since 2018 Eivind Reke has travelled and traversed the Scandinavian landscape, visiting numerous organizations, searching for the elusive Kaizen Spirit that brings lean to life, and from 2020 to 2023 participated in two different Norwegian research projects that explored lean as a learning system. In this keynote we will dive deeper into what makes lean a unique approach to running a business and explore what learning really means in lean.

Bio: Eivind Reke is a Research Manager at SINTEF Manufacturing. He is co-author of the award-winning book and LEI bestseller "The Lean Sensei" and writes regularly for planet-lean.com about Lean in the Nordics.



Keynote Speakers

Eivind Reke

Eivind holds an MBA in International Management where he wrote his dissertation about Lean and its impact on financial performance in Norwegian companies. He has held numerous workshops worldwide on lean and people development and has attended numerous lean conferences in Europe as presenter and keynote speaker.

Keynote Speakers

Christoph Roser



MAKE: The History of Manufacturing

Abstract: Our prosperity is based on efficient manufacturing, and also organizing manufacturing. This efficiency is the result of a long historical beginning with the first manufacturing in the Stone Age, followed by ancient times and the Middle Ages. However, this is only the prelude to the serious upheaval of the Industrial Revolution. With the increasing mechanization the image of production changed drastically within just a few decades. However, this also led to consequent social tensions. Yet, from there Manufacturing took off. From Taylorism to the assembly line of Henry Ford, to computer technology, and to lean manufacturing. What are the lessons learned from History, and what will be the outlook for the future?

Bio: Prof. Dr. Christoph Roser is a worldwide renowned expert for lean production; Toyota, McKinsey, and Bosch Alumni, and professor for Production Management at the Karlsruhe University of applied sciences. He is interested in everything related to lean manufacturing, bottleneck detection and management, as well as historic developments of manufacturing. He blogs about his experiences and research on AllAboutLean.com and published the books "Faster, Better, Cheaper" on the history of manufacturing and "All About Pull Production" going into details of kanban and other pull systems.

Conference Program

Overview

Wednesday 25 September 2024

13:00 - 16:30	Industry Tour to VITESCO	City Center Chemnitz
17:00 - 19:00	Welcome Reception	Imagine Pub

Thursday 26 September 2024

TU Chemnitz Erfenschlager Campus

From 08:00	Registration Open
08:30 - 08:45	Opening Ceremony
08:45 - 09:30	Keynote 1 (Constantin May)
09:30 - 10:00	Coffee Break
10:00 - 10:45	Keynote 2 (John Bicheno)
10:45 - 11:00	Break
11:00 - 11:45	Keynote 3 (Peter Hines)
11:45 - 12:45	Lunch
12:45 - 13:30	Keynote 4 (Nadja Böhlmann)
13:30 - 13:45	Break
13:45 - 16:45	Workshops
From 17:00	Social Event (October Fest)



Friday

27 September 2024

TU Chemnitz Erfenschlager Campus

From 08:30	Registration Open
09:00 - 10:00	Parallel Sessions 1
10:00 - 10:30	Coffee Break
10:30 - 11:15	Keynote 5 (Eivind Reke)
11:15 - 11:30	Break
11:30 - 12:15	Keynote 6 (Christoph Roser)
12:15 - 13:15	Lunch
13:15 - 14:15	Parallel Sessions 2
14:15 - 14:30	Break
14:30 - 15:00	Closing Ceremony



Parallel Sessions 1

Friday 27 September 2024

Lean in Healthcare and Services

Chair: Kaveh Houshmand Azad

Room:
B108

The Effectiveness of Lean Improvement Methodology in Healthcare

Kaveh Houshmand Azad

Operational waste and efficiency: Lean Manufacturing insights from a Brazilian medication distribution center

Lucas Ruan Assunção Pereira, Nayara Cardoso De Medeiros, Mario Henrique Callefi, and Francisco de Assis da Silva Mota

Operational excellence beyond the factory floor: a case study in Lean Office

Debora Bianco, Lucas S. do Nascimento, André Araujo Cavalcante Silva, Lucas Gerage de Oliveira, Mario Henrique Callefi

Lean 4.0

Chair: José Carlos de Sá

Room:
B109

Lean 4.0 and the Portuguese manufacturing

José Carlos de Sá

Synergizing Kanban and ERP: Towards a Digital Card-Based Control System for Lean Management

Martin Folz

Reinforcement learning in layout planning - development of mathematical models for the automated evaluation of factory layouts

Hendrik Unger, Daniel Fischer, and Frank Börner

Parallel Sessions 1

Friday 27 September 2024

Research Workshop 1

Room:
B101

Exploring the role of learning factories in fostering student creativity: An investigation into lean education

Emilien Jacob, and Florian Magnani

Enhancement of in-store product replenishment flow and introduction of a pull production system within a food retail chain.

Elisa Vieira, and José Dinis-Carvalho

Parallel Sessions 2

Friday 27 September 2024

Lean Application

Chair: Margit Närvä

Room:

B108

Continuous improvement in Finnish food industry companies

Margit Närvä

Macro and Micro Value Stream Mapping in a tire management service company

Vipul Jhod, Pierre Grzona, and Ralph Riedel

A trade-off between lean and resilience in Supply Chains

Marina Ivanova

Advances in Lean

Chair: Bernd Langer

Room:

B109

Serious Game: VR real-time simulation of a value stream analysis

Bernd Langer, Simon Baum, and Lucas Mezger

Cyber resilience and lean in small and medium sized enterprises (SMEs): Requirements for a holistic approach

Heiner Winkler

Applying Lean Management: Identifying the seven types of waste in a demonstrator for automated dismantling of battery systems supported by artificial intelligence

Gerald Bräunig, and Dominik Hertel

Parallel Sessions 2

Friday 27 September 2024

Research Workshop 2

Room:
B101

Lean? What do you mean?

José Dinis-Carvalho

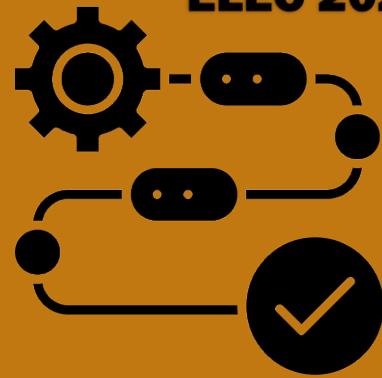
Development of a business game to build and deepen students' understanding of lean management

Philipp Wilsky

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