



**CQE Training & Consultancy Plt** (Reg No. : LLP 0003668 LGN)

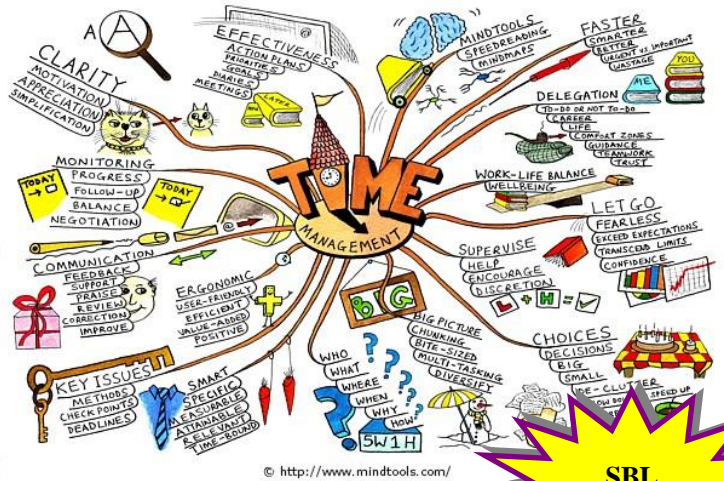
Registered Office : No. 46, Lorong Bintang, Taman Tasik Permai, 34000 Taiping, Perak. Malaysia.

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# CYCLE TIME MANAGEMENT (CTM) (PUBLIC / IN-HOUSE TRAINING PROGRAMME)



**SBL  
Scheme**

## Introduction

If your manufacturing team can focus on only one kaizen project at a time, then let it be the reduction of total build/test cycle time. There just isn't any other more important success factor to pursue than Cycle Time Management

Long cycle times are a symptom of poor manufacturing performance and high non-value added costs. Manufacturers need to focus on the continuous reduction of all cycle times. Achieving success requires a specific management style that focuses on proactive problem solving, rather than "fire-fighting". In this process, management takes on a coaching roll, bringing all their people into the process and supporting them in their efforts to improve productivity, customer satisfaction and profitability.

Product build/test cycle time is an important element of the total production flow process and provides an excellent focus for a process improvement program. Product build/test cycle time is calculated as the hourly work content through the longest path of the lean manufacturing process. In the sequential production process, the product build /test cycle time can be calculated by starting at the end of the process and following the longest, cumulative, single path back through the process, regardless of whether it traces the main path or trails off to a sub-assembly path. Many manufacturers have increased their on-time delivery performance and product profit margins by implementing a program of build/test cycle time reduction. The main focus of such a program is the elimination of all non-value-add activities along the path of the product build/test cycle.

In a Harvard Business Review article by Joseph L. Bower and Thomas M. Hout, the authors makes a good case for "Fast-cycle Capability for Competitive Power". They observe that people in fast-cycle companies think of themselves as part of an integrated system, a linked chain of operations and decision-making points that continuously delivers value to the company's customers. In such organizations, individuals understand how their own activities relate to the rest of the company. They know how work is suppose to flow, how time is supposed to be used. Many have used our manufacturing simulation game to change old paradigms.



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Fast-cycle companies differ from traditional organizations in how they structure work, how they measure performance, and how they view organizational learning. They use time as a critical performance measure. They insist that *everyone* learn about customers, competitors, and the company's own operations, not just top management.

## Objective

**T**o provide proven practices and techniques that lead to cycle time improvement and increasing productivity related to the production process.

- ✓ Understand the meaning of Cycle Time Management (CTM)
- ✓ Concepts of Cycle Time Dynamics
- ✓ Awareness and Understanding of Meticulous of Disassembly for Estimating
- ✓ Able to perform Raw Materials & Parts Planning and then Production Scheduling
- ✓ Understand 5S Housekeeping, Visual Management Control and Workplace Organization
- ✓ Application Standardized Work and Tools
- ✓ Measure the Cycle Time Performance

## Program Contents

### Day 1

- ✓ Fast Track Cycle Time Reduction
  - ✓ A Traditional Batch Plant
  - ✓ Management Philosophy
  - ✓ Summary of Evolution Process
  - ✓ A New Spirit of Trust
- ✓ The Cycle Time Management Concepts
  - ✓ The Influence of Time on Processes
  - ✓ Linear Flow
  - ✓ Summary of CTM Concepts
- ✓ Why Traditional Operational Practices Are Obsolete
  - ✓ Features of the Traditional Manufacturing Operation
  - ✓ Early Efforts to Eliminate Waste
- ✓ Total Linear Business Flow
  - ✓ Scheduling – Moving from Push to Pull
  - ✓ The Role of Kanban in Pull System
  - ✓ The New Manufacturing Process
  - ✓ Support Services
  - ✓ WIP's Role in the War of Waste

### Day 2

- ✓ Cycle Time as The Measure for Productivity
  - ✓ Cycle Time versus Lead Time
  - ✓ Building Cycle Time Goals
  - ✓ Determine Initial Cycle Time
  - ✓ Computer Integrated Manufacturing (CIM) and CTM
  - ✓ Cycle Time Management Techniques



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- ✓ Employees : The Drivers of Fast Track CTM
  - ✓ The New Roles of Employees
  - ✓ Empowering Employees in CTM
  - ✓ Investing in Staff Development / Training
  - ✓ Manager Roles in CTM
- ✓ Impact of Cycle Time Reduction on Profits
  - ✓ Improvement on Profits and Balance Sheets
  - ✓ Reduction of the Working Capital Cycle
  - ✓ Simplification of Internal Controls
  - ✓ Emergence of a New Cost Model
- ✓ The Implementation Process
  - ✓ Traditional Change versus CTM Evolution
  - ✓ The CTM Implementation Road Map:-
    - ✓ Stage 1 : Vision / Executive Awareness
    - ✓ Stage 2 : Analysis/Business Assessment
    - ✓ Stage 3 : Implementation
    - ✓ Stage 3A : Planning Phase
    - ✓ Stage 3B : Execution Phase
    - ✓ Stage 4 : The Competitive Edge / Continuous Improvement

## **Who Should Attend**

**P**roduction and Operation Executives, Engineers and Supervisors, Quality, Technical, Engineering and those involved in Project Improvement activities in any organization.

## **Duration**

2 days

## **Training Methodology**

**T**he program would be conducted by using the following materials / aids :-

- ✓ Course Note
- ✓ OHP / LCD
- ✓ Group Activities
- ✓ Lecturettes



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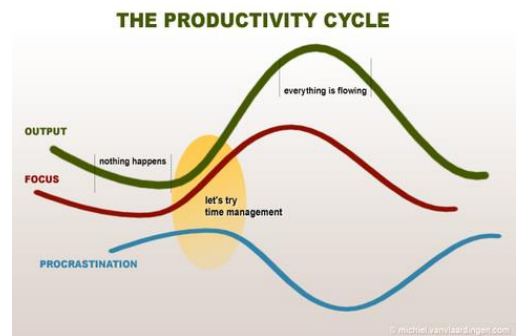


Figure 4: Cycle time and Level of Quality Management

