

From strategy to implementation: change as a competitive advantage!

Context

Manufacturing companies in Belgium and Europe face a series of complex challenges that jeopardise long-term competitiveness and survival.

Energy costs and raw material prices rise and are putting pressure on margins. The globalisation is creating intense competition from low-cost countries. Labour market tightness makes attracting and retaining qualified staff more challenging, leadership becomes crucial.

Besides, the need to innovate and digitise is becoming more urgent, new standards for efficiency and quality are being set.

As a manager and leader, you need to react to these changes and guide your teams through these complex transformations.

Our approach

- ▮ The training consists of 3 modules of 2 days.
- ▮ After about 3 months there is a return day.
- ▮ A combination of theoretical knowledge and practical exercises, including practical testimonials and company visits.
- ▮ The programme offers a unique setting, allowing you to not only learn from the experts, but also share valuable experiences and best practices with your peers.
- ▮ An exclusive mix of learning, networking and personal coaching.
- ▮ This mini-MBA will ensure you learn applicable insights and tools.

What can you expect?

- ▮ Setting up a future strategy for the plant and production based on a changing context.
- ▮ Gain insight into the use of Operational Excellence to realise your strategy.
- ▮ Set up and follow up a transformation program efficiently.
- ▮ Setting up an efficient measurement system and KPIs, supported by the organisation.
- ▮ Role of supporting services.
- ▮ Making the organisation future-proof.
- ▮ Dealing with continuous change.
- ▮ Communicating with stakeholders (including unions).
- ▮ Exchange experiences between participants and learn from each other.



Programme

- Day 1: Future strategy for the plant:
 - Types of strategy
 - Process of drafting operational strategy - how to proceed
 - Implementation/deployment of the strategy
 - Responsibilities

- Day 2: Transformation programme to continuous improvement:
 - Setting up priorities in improvement projects
 - Setting up project management and PMO organisation
 - Different roles in a transformation programme
 - How to guarantee results and critical success conditions

- Day 3 & 4: Operational Excellence with practical testimonials:
 - Challenges within operations
 - Essential measurements
 - Improvement tools within OPEX: Lean, Six Sigma
 - Role of supporting services: QA, maintenance, planning
 - Integrating supporting services
 - Automation and digitisation
 - Impact of OPEX and CAPEX on EBITDA

- Day 5: An efficient measurement and management system with a practical testimonial:
 - Defining appropriate KPIs
 - How to deploy them in the organisation
 - Obeya as a resource within the organisation
 - Setting up a dashboard (performance management system)

- Day 6: Future-proofing the organisation and realising change as a leader:
 - Where does the current organisation stand
 - Possible organisational forms: self-managing teams, lean cells
 - What is the role of the manager and key people in a transformation
 - Getting the organisation involved and creating ownership

- Day 7: Return day:
 - Responding to participants' questions and discussing specific topics in depth:
 - Strategy development and implementation
 - Improvement projects and transformation
 - Operational Excellence and improvement tools
 - Supporting services and KPIs
 - Company visit at World Class company