

# Lean Service Advanced

## Overall course aim

Demonstrate how the application of lean principles and tools can improve service delivery and enhance customer satisfaction

## Location

Cardiff Business School, Aberconway Building

<b>Day 1 - Introduction to Lean Service Improvement (SE, SL)</b>	
AM	<p><b>Introduction to Lean Service Improvement</b></p> <ul style="list-style-type: none"> <li>– The evolution of lean service improvement</li> <li>– Service characteristics &amp; implications</li> <li>– Description of different service improvement methodologies</li> <li>– Discussion around the need for organisationally specific implementation strategies</li> </ul> <p><b>Case Study</b></p> <ul style="list-style-type: none"> <li>– Benihana of Tokoyo</li> </ul>
<i>Lunch</i>	
PM	<p><b>Understanding Customers</b></p> <ul style="list-style-type: none"> <li>– Defining customer value</li> <li>– The Kano model</li> <li>– Different methods of collecting customer value</li> <li>– Experiencing our services from a customer's perspective – a cycle of service exercise</li> <li>– Focusing on customer value, highlights service wastes</li> <li>– Wastes within a service environment</li> </ul>
<b>Learning Outcomes</b>	
<ul style="list-style-type: none"> <li>• Insight into different service improvement techniques</li> <li>• Appreciation of the core tenets of service improvement</li> <li>• Increased knowledge about how to collect, collate and use customer value information to bring about service improvement</li> <li>• Identification of wastes within service environments</li> </ul>	
<b>Day 2 – Service Operations &amp; Improvement (JB)</b>	
AM & PM	<ul style="list-style-type: none"> <li>– Vanguard Recap</li> <li>– Using Deming's System of Profound Knowledge as a framework</li> <li>– Spear &amp; Bowen's rules applied to service</li> <li>– SERVQUAL and RATER review</li> <li>– A framework for service mapping, and related tools</li> <li>– Standards in service</li> <li>– Total productive administration</li> <li>– Lessons from Mayo Clinic, SouthWest airlines, Ritz Carlton hotels, and Disney (time permitting)</li> </ul>
<b>Learning Outcomes – day 2</b>	
<ul style="list-style-type: none"> <li>• Three frameworks will be presented (Vanguard, Spear and Bowen, and Deming) that will enable participants to analyse a wide variety of service operations problems and to provide concrete ways of improving the system.</li> <li>• The second section will give an overview of service mapping in various service environments, together with related tools that have been found useful.</li> <li>• There will also be a discussion on standards in service and the usefulness of total productive administration ideas. (TPA is a derivative of Total Productive Maintenance.)</li> </ul>	

### Day 3 - Case Studies & Visit

1. **Tesco (case study) am – Barry Evans**  
Retailer Tesco's lean journey.
2. **Data Processing Unit Visit – lunch / pm**  
Approach to streamlining the data collection process for the benefit of data providers and end customers, how quality of the overall output has been improved; the design of processes to help data providers deliver valid data in the first place
3. **Housing Association (case study) – 3.30 pm – Helen Armstrong**  
The experience of applying lean thinking in a housing association

**Please note that the case studies and visit may change.**

### Day 4 - Sustainable Service Improvement (SL, SE)

AM	<b>Sustainable Change – Process Improvement Is Not Enough</b> <ul style="list-style-type: none"> <li>- Case studies of successful improvement initiatives</li> <li>- Illustration that these involve more than just analysing processes but a focus on leadership, alignment to organisational strategy and engaging your workforce in the change</li> </ul>
	<b>Leading People Through Change</b> <ul style="list-style-type: none"> <li>- Strategies about how to communicate service improvement within teams and organisations</li> <li>- Discussion about how change is communicated (eg case studies)</li> <li>- Strategies about how to overcome resistance to continuous improvement initiatives</li> </ul>

*Lunch*

PM	<b>Implementation Management</b> <ul style="list-style-type: none"> <li>- How to structure improvement projects using project initiation documents, A3s (one page improvement plans) and RAG (Red, Amber, Green) reports</li> <li>- Understanding the importance and sensitivities when applying measures to work</li> <li>- Case studies about measurement systems that both work well and those that drive the wrong behaviours in organisations</li> <li>- Structuring meetings to maintain a continuous improvement focus</li> </ul>
	<b>Summary</b> <ul style="list-style-type: none"> <li>- Review of expectations</li> </ul>

#### **Learning Outcomes**

- Appreciation of change management skills
- Appreciation of the importance of aligning change to strategy
- Strategies about how to increase employee engagement in change initiatives
- Ability to structure improvement implementations