Have a Seat.

Lean Frontiers Direct is About to Begin.

www.leanfrontiersdirect.com

LeanFrontiers
Be Bold. Be Better.
Welcome to Lean Accounting & Management: Online!

Most organizations struggle to fully understand the lean, let alone transform themselves into a lean enterprise. Even firms with a successful lean transformation struggle in many critical business functions. Understanding how all business functions interact will significantly impact the agility and financial success of any organization on the lean path.

Lean Frontiers, with our online Lean Frontiers Direct offering, seeks to bring all business functions into lean thinking, because traditionally-operated business units are often roadblocks to a lean transformation. It’s not because they lack the desire to transform. It’s usually just a lack of knowledge and skills that create supportive lean behaviors and team environment.

We are pleased to have you join us so that your teams can become a complete lean enterprise. Knowledge for success is at your fingertips with Lean Frontiers Direct online for your entire team.

On Behalf of the Lean Frontiers Team,

Jim Huntzinger
President & Founder of Lean Frontiers

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Session Information

Orientation Page
Much of the information found on this page is also available on the Orientation Page, with additional helpful information not included here.

Presentation Downloads
Available presentations may be downloaded by following this link... [www.leanfrontiers.com/lfdorientation-2017laslms](http://www.leanfrontiers.com/lfdorientation-2017laslms).

Feedback Forms
Please take time to complete the online feedback forms. These will be sent out to you at the end of each day. Please forward it to as many of those who participated as you are aware. Thanks for your help! [www.leanfrontiers.com/lfdorientation-2017laslms](http://www.leanfrontiers.com/lfdorientation-2017laslms).

On-demand Viewing
In the days following the LIVE portion of Lean Frontiers DIRECT, company representatives will receive a link to view the recorded sessions. These sessions will be available for a 3-month period.

Interact During Lean Frontiers Direct

Twitter
For those on Twitter, stay connected with others by using the hashtag below and be sure to follow Lean Frontiers.
Primary Hashtag: #LFDirect
Lean Frontiers: @LeanFrontiers

Asking Questions of Presenters & Organizers
Go to this page and look for the form on the right side of the page. In some cases, time may be limited for questions. In these cases, questions will be answered by presenters and sent to participants following the event.

Send Us a Selfie!
We know you’re out there! Send us a selfie of you at your computer or your team in the conference room. We’ll post pics for you to see who all is participating in this unique event with you! Send photos to jaclyn@leanfrontiers.com.
DAY 1 OPENING Remarks
10:00AM-10:10AM EST

Presentation #1
10:10AM-10:50AM EST
The Lean Strategy
Orry Fiume

Presentation #2
10:55AM-11:35AM EST
Providing Governance Throughout a Lean Transformation
Joe Murli

Presentation #3
11:40AM-12:20PM EST
LMS in Action
David Dickinson

Lunch Break
12:20PM-1:15PM EST

Presentation #4
1:15PM-1:55PM EST
Bridging the Gap between Accounting and Operations to Improve the Odds for a Successful Lean Journey
Jerry Solomon

Presentation #5
2:00PM-2:40PM EST
Eliminating Standard Costing: A Step-by-Step Methodology
Nick Katko

Presentation #6
2:45PM-3:25PM EST
Why Lean Requires Moving Beyond Budgeting
Steve Player

Closing Remarks
3:25PM-3:30PM EST
Session Descriptions: Wednesday, November 8th

**Opening Session- 10:00am-10:10am**

**Opening Remarks**
*Dwayne Butcher*

Join us for this important opening session which will provide a framework for the day’s presenters and content. This opening session will also introduce all participants to the technology being used for interacting with the presenters and technology.

**10:10am-10:50am**

**The Lean Strategy**
*Orry Fiume*

Most companies approach lean as a cost reduction program. Although they may achieve some short-term gains, the gains are a fraction of what they could be and generally are not long lasting. However, those companies that recognize lean as a complete strategy achieve competitive advantages that yield substantial financial gains. During this session, Orry Fiume will describe the difference between traditional and lean strategic thinking, based on a new book, *The Lean Strategy*, that he co-authored with Dan Jones, Michael Balle and Jacques Chaize. There will also be a drawing for two signed copies of this book.

**About the Facilitator**


**10:55am-11:35am**

**Providing Governance Throughout a Lean Transformation**
*Joe Murli*

Large scale Lean transformations require active governance carried out by senior leadership in order to assure that the overall direction of the transformation is consistent with the business goals set out for it. Without this it is quite common to see pervasive kaizen activity and at the end of the day the business impact hoped for proves elusive. Throughout the transformation process there are several processes working in parallel with one another that will drive the overall direction of Lean in the organization. Understanding the role of each of these and the responsibilities of those executing these processes will lead to transformations that meet the overall business goals of the organization.

In a mid to large sized organization and even in smaller ones as well that are moving fast there are many activities being carried out in parallel to one another. If governance is not carefully thought through and managed throughout, you risk being among the majority of organizations that attempt Lean transformations and repeatedly fail.

**In this session you will learn...**

- The elements to consider in planning for a Lean transformation
- What roles and responsibilities have to be considered in managing the transformation
- What are the signs of success and early warning of impending failure
- What are the processes of governance at each level that will keep things in check throughout the transformation and into maturity

**About the Facilitator**

Joe Murli has developed the knowledge of lean concepts and principles over the past 18 years while he held senior leadership positions in domestic and international settings. Through extensive coaching by retired executives from Toyota Motor Company in the early 90’s, Joe developed an aptitude for maximizing product velocity and managing operations through simple visual means. This knowledge was further applied as Joe became General Manager of Chengdu Aerotech, China’s first aviation industry joint venture, and was able to integrate the elements of strategy deployment, organizational development, facility design and Lean into one cohesive business management approach. As Director of North American Operations for Ensign Bickford, he led the Company to win the Shingo Prize for operational excellence. He effectively utilized his knowledge of lean manufacturing to help Sterling Collision Centers grow from a startup to a company with 50 locations nationally (now part of Allstate Insurance Company). As Vice President of Manufacturing for the Kamatics division of Kaman Corporation, he restructured operations to double on-time delivery performance while reducing lead times by 88% for 2/3 of products. Since 2003 The Murli Group LLC has been helping clients achieve superior operating gains through the transformation process of Lean Management Systems. Joe has undergraduate degrees in Manufacturing Engineering and Accounting from the State University of New York, and Post University respectively. Additionally, he holds a Master’s degree in Business Administration from the University of Connecticut.
LMS in Action
David Dickinson

Implementation of the Lean Management System is complex and challenging, but provides an essential foundation for Lean changes that last.

In this session you will learn...

- How ATC implemented LMS and how to do it at your company
- Opportunities and pitfalls of LMS implementation
- How to help leaders lead through the LMS

About the Facilitator
David Dickinson started his career as a military analyst for the US government. After five years he left to attend seminary, earning his Th.M in 1997 and also joining the US Army reserve as chaplain. Following a two-year stint as part of the management team of a Dallas-based power tool distribution company, he was recruited by Bosch, where he eventually rose to the position of worldwide software solutions architect with offices in Chicago and Stuttgart and facilitated Bosch’s transition to Agile software development practices (the Lean parallel in the software development world).

In an effort to limit travel and increase time with family, David moved to Michigan in 2009 and led a second Agile transformation at a small consulting company near South Bend, IN. At ATC he helped lead the LMS implementation for three different value streams and currently works as the Chief information Officer. He is also the owner of his own consulting company.

12:20pm-1:15pm
Extended Break

Use this time however you would like. Whether you order in or brown bag lunch, group conversations, this could serve as a time for your group to discuss and reflect on the morning sessions.

1:15pm-1:55pm

Bridging the Gap Between Accounting and Operations to Improve the Odds for aSuccessful Lean Journey
Jerry Solomon

The operational strategy proven to be most effective in achieving world-class performance levels is Lean. Unfortunately, accounting can be a major obstacle to an effective Lean conversion.

Accounting must become a major contributor and participant in the Lean journey. Accountants typically do not understand Lean, have not been taught how to support Lean, do not know how to measure Lean improvements, do not have time to devote to it, and generally have not been asked to participate in Lean activities that usually focus exclusively on the shop floor.

On the other hand, operations’ professionals typically achieve great gains on the production floor but are surprised that their efforts are met with a yawn in accounting with little to no evidence of improved operating results. Since accounting has its own language that is somewhat foreign to the rest of the company, a significant disconnect develops between the functions. Furthermore, typical accounting metrics promote non-Lean behavior creating a potential obstacle to a successful Lean journey.

Manufacturing must understand why their successful efforts at improving flow, reducing inventory, improving customer service and creating capacity will potentially lower earnings. Manufacturing must be able to explain this, in advance, so accounting is not surprised when quarterly results are prepared. As long as operational improvements remain invisible on financial reports, accounting will be stymied in supporting operational improvements and manufacturing will be frustrated in knowing their efforts are not appreciated.

It is imperative that manufacturing and accounting work together to develop new metrics and “plain English” financial reporting. This session will illustrate the disconnect between accounting and operations and what should be done to eliminate it.

“In this session you will learn…”

- Why shop floor improvements will likely be invisible to accounting
- Why current metrics will not illustrate Lean improvements
- What manufacturing practitioners can do to create an alliance with accounting
- Why your company’s cost system likely promotes non-Lean behavior

About the Facilitator:
Jerry Solomon has over 35 years of experience working in a variety of industries where he has held the CFO & Vice President of Operations positions. He led Lean transformations achieving dramatic improvements in inventory turns, lead-times, customer service, income and cash flow. He has authored 3 Lean books, two of which won the prestigious Shingo Award: Who’s Counting? and Accounting for World Class Operations as well as Leading Lean. He was the Maryland Lean Leader of the Year in 2013. He is a founding thought leader and subject matter expert in Lean Accounting and has been teaching and practicing Lean Accounting for the last three decades. Jerry is a long time board member of the Maryland World Class Consortia and a frequent speaker at industry conferences.

2:00pm-2:40pm

Eliminating Standard Costing: A Step-by-Step Methodology
Nick Katko

If you are in the accounting department in a lean manufacturing company, and your company uses a standard costing system, it is inevitable that the accounting department will be faced with confronting how its standard costing system is being used.
Lean manufacturing accounting departments must be the leaders in proactively evaluating how the standard costing system is being used as your lean journey begins and come up with a plan.

Coming up with a plan is not difficult, because the issues happen to be very common across lean manufacturing companies that use standard costing systems. In this session you will learn about the issues and a general methodology in transforming and finally eliminating standard costing from your business.

In this session you will learn...

- Why Lean Accounting is in compliance with GAAP/IFRS
- Evaluating the current state of your standard costing system
- Steps to simplify standard costing systems
- Understanding the impact of ERP settings & reporting on lean accounting
- Defining “eliminate standard costing” for your company

About the Facilitator
Nick Katko is one of the early pioneers of Lean Accounting. In the 1990’s as CFO of Bullard Nick implemented Lean Accounting and successfully “turned off” standard costing. From 2002 – 2015 Nick worked as a Senior Consultant with BMA Inc. Nick is currently CFO of Tenmast Software in Lexington KY.

2:45-3:25pm

Why Lean Requires Moving Beyond Budgeting
Steve Player

Finance leaders are eager to help support the objectives of lean transformation. But those leaders often learn that many of their long standing finance processes are not lean and in many cases actively work against lean adoption. This is particularly true on annual budgeting.

The good news is that many companies have overcome these issues by moving Beyond Budgeting to become Future Ready. In this session, noted author Steve Player shows you exactly why budgets are full of waste, how you can build your case for change, and what principles and practices will help you build a lean planning process that fully supports lean transformation. Best of all, Steve illustrates these points with numerous case examples of companies who are already doing it.

In this session you will learn...

- How to identify the details behind each of the 8 wastes that fill your budgeting process
- How to use the change formula to document your case for change
- How the 12 Beyond Budgeting principles help you separate your current budgeting process and then identify better ways to achieve each of its individual objectives
- How to handle any implementation objections by using successful implementation case studies to address questions

About the Facilitator
Steve Player is the founder Live Future Ready – a member-based community of practice that implements more effective ways to plan and control operations. These approaches focus on creating lean, agile organizations consistently deliver above average performance. In addition to speaking and training, Steve works directly with member companies to implement advanced approaches to continuous planning and performance management.

He is the co-author (with Steve Morlidge) of Future Ready: How to Master Business Forecasting and co-author (with Jeremy Hope) of Beyond Performance Management as well as five other books. He regularly interviews CFOs from leading organizations on innovative finance and planning processes as part of the website CFOThoughtLeaders.com. Steve’s work in helping companies implement rolling forecasts and move Beyond Budgeting has been featured in CFO Magazine, the AICPA’s Journal of Accountancy, Entrepreneur, Financial Times, and numerous other publications.

Steve has over 30 years’ experience with improving customer profitability, strategic cost analysis, performance management and implementing strategic planning processes. He is also the Managing Director of Beyond EPS Advisors, a Business consulting firm, and founder of ABM SMART.