

MIZUHO INDIA JAPAN STUDY CENTRE

A CENTRE OF EXCELLENCE

Lean Manufacturing Transformation Program



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

MIJSC
Mizuho India Japan Study Centre

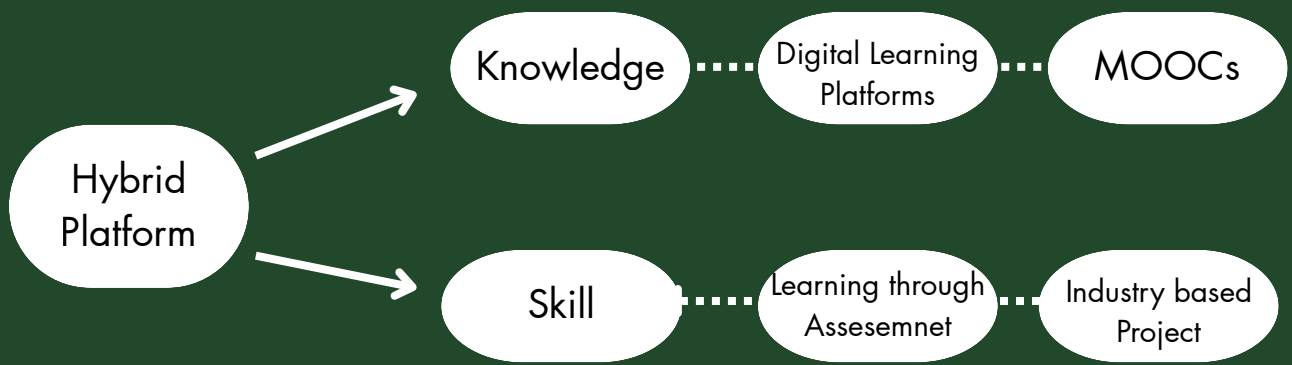
About the Initiative

During 2005, Prof. Shoji Shiba, a distinguished professor from the Massachusetts Institute of Technology (MIT), Boston, was invited to India by the then President of India, Dr. A. P. J. Abdul Kalam, to help transform the country's manufacturing sector. This fast-growing sector required an innovative and efficient approach to enhance productivity. Prof. Shiba's subsequent visits resulted in the launch of the Visionary Leaders for Manufacturing (VLFM) Program which was aimed at creating visionary leaders across different industry sectors. In 2010, in response to shifting customer behaviours driven by a rapidly changing global environment, a groundbreaking approach was introduced to revolutionize material flow, operations, mindsets, and leadership within tier 1, tier 2, and tier 3 organizations across India. An offshoot of VLFM program viz. Visionary SME (VSME) program was designed to revolutionize small and medium-scale industries in India, through the implementation of flow principles.

An offshoot, **the Visionary SME (VSME) Program**, focused on empowering small and medium enterprises through flow principles. Under VSME, **the Lean Manufacturing Transformation (LMT)** initiative emerged, emphasizing stability, standardization, efficient material flow, waste reduction, and employee empowerment — delivering measurable gains in performance and efficiency. To deepen and scale its impact nationwide, the program called for a strong academic anchor."

LMT Program at MIJSC, IIMB

At IIMB, the Mizuho India Japan Study Centre (MIJSC) serves as the academic anchor, providing a platform for industry professionals to learn and adopt best practices in Lean Manufacturing. This program aims to transform knowledgeable managers into skilled leaders capable of guiding the manufacturing industry to new heights. The concept of Lean Transformation of SMEs focuses on enhancing the processes across the value stream to eliminate waste and deliver optimized value to the customer. This can help industry, and organizations achieve their goals in smarter, more sustainable ways. In this program, the learners from the industry will go through the hybrid learning platform, wherein the learning inputs will be given through a Digital Learning Platform and would be mentored by industry experts to apply these onto shop floors of the learners' industry.



A Unique Hybrid Learning Platform

To ensure effective knowledge transmission with minimal communication loss, a Hybrid Platform has been designed for the delivery of the LMT program. In this structure, course content is delivered via digital learning platforms such as MOOCs, while the application of knowledge takes place through assignments conducted in physical mode, emphasizing learning through projects. This hybrid model not only facilitates effective knowledge acquisition but also promotes skill development through the application of concepts in industry-linked projects.



Facilitator: MIJSC at IIMB

Timeline: 6 months

Outcome: Sustained gain across the company

Mode of Delivery:

Industry Experts (Online) + MOOCs (Online) +2 days of
Immersive Learning at IIMB (Offline)

Learning Experience:

The digital course based on the LMT program consists of six modules, specifically designed with a focus on SMEs. Through online interventions, learners will receive application-oriented insights that build on theoretical concepts delivered via the MOOCS platform. In addition to conceptual instruction, participants will be guided to apply this knowledge in their own work environments, enabling them to assess the real-world effectiveness of these practices.



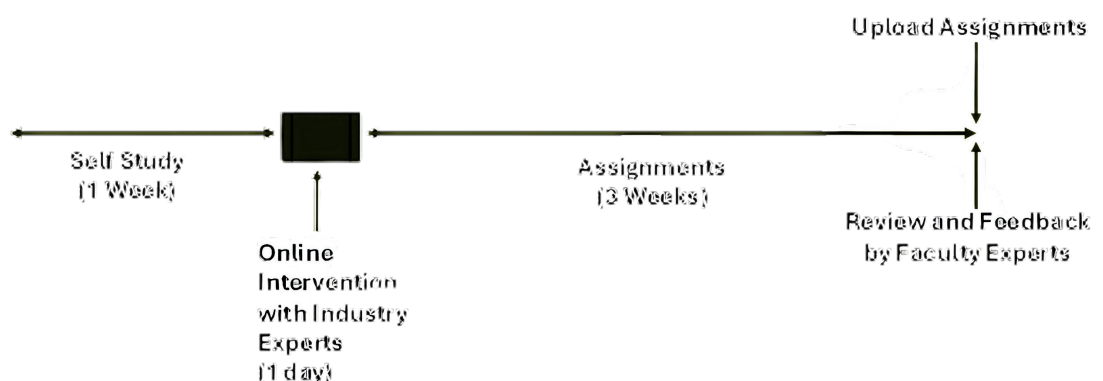
Certification:

Graduates are recognized as Lean Experts

Program Structure

LMT Program training focuses on skilling industry professionals in the Lean philosophy and application of Lean Management tools and techniques. At the end of the program, the participant will be certified as Lean Expert.

LMT Program	Months					
	1	2	3	4	5	6
Industry Professional Training Program	Observation Skills					
		Mapping Material Flow				
			Mapping Material and Information Flow			
				Production Planning (Heijunka)		
					Production Control (Heijunka)	
						Standardized Work
						Certification



The course content of the LMT program emphasizes the development of keen observational skills, essential for transforming learners into sharp observers. It covers key principles of material and information flow transformation, which ultimately drive improvements in productivity, quality, cost, and delivery within an organization. The mapping material and information flow module focuses on space utilization and improved workplace safety aspects on the shop floor. Heijunka planning and control focuses on production levelling to cut down the inventory fluctuations while standardised work is about tools for improving efficiency and productivity.

Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
Observation Skills	Mapping Material Flow	Mapping Material and Information Flow	Production Planning (Heijunka)	Production Control (Heijunka)	Standardized Work

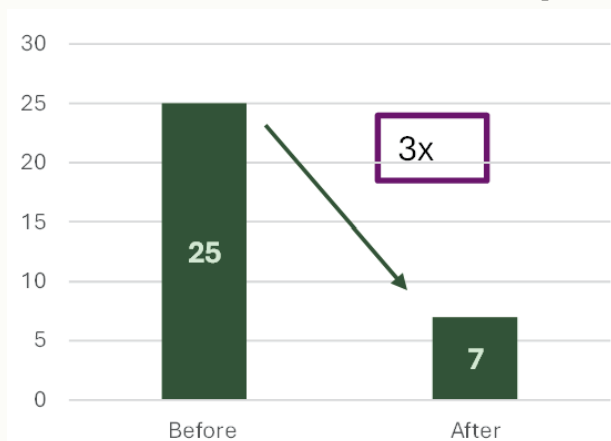
Key Benefits of LMT

The LMT program empowers industry professionals to identify inefficiencies, streamline operations, and enhance workplace safety through practical Lean tools and methods. By focusing on production leveling, standardized work, and flow optimization, the program drives measurable improvements in quality, cost, and delivery. It cultivates a continuous improvement mindset, preparing participants to lead impactful change within their organizations.

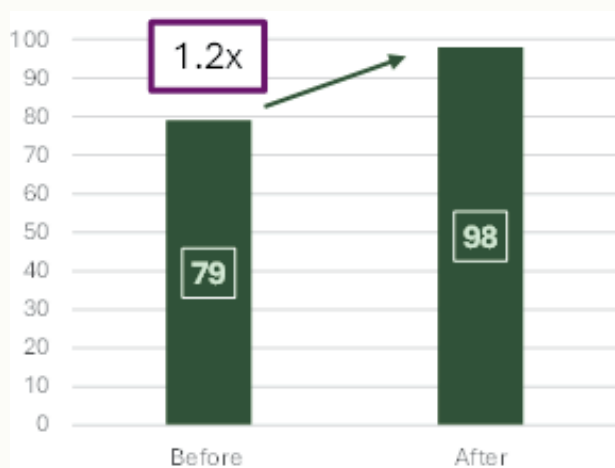
Applying Lean Practices can significantly transform industry operations. When embraced by Tier 1 and Tier 2 companies from 2010 onwards, this initiative has led to tangible business growth and fostered long-term trust. Participating organizations have seen upto 3X improvement in operational parameters leading to improved profitability and sustained business growth.

Impact on Tier 1 Industries

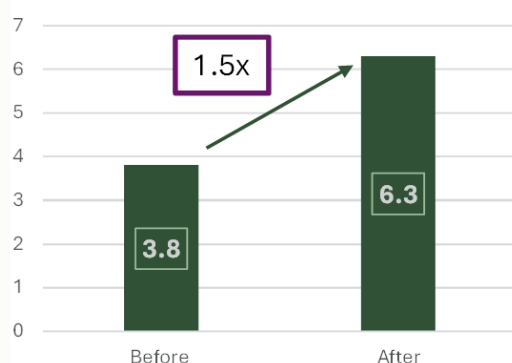
3X Reduction in WIP Inventory



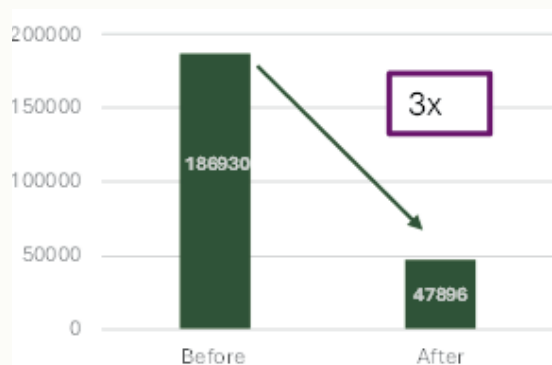
1.2X Improvement in Delivery Performance



1.5X Growth in Sales (₹ Crores)

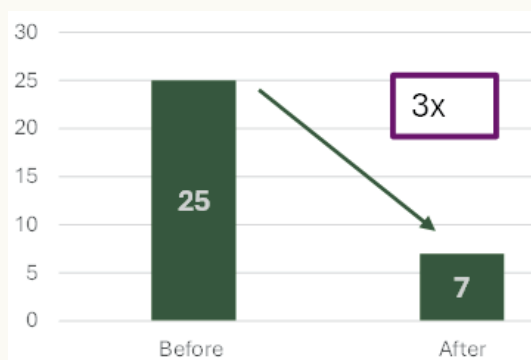


3X Reduction in Defects (PPM)

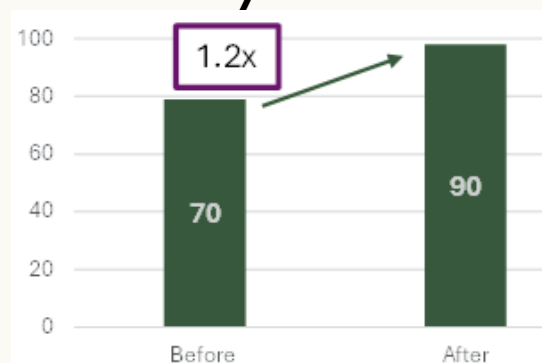


Impact on Tier 2 Industries

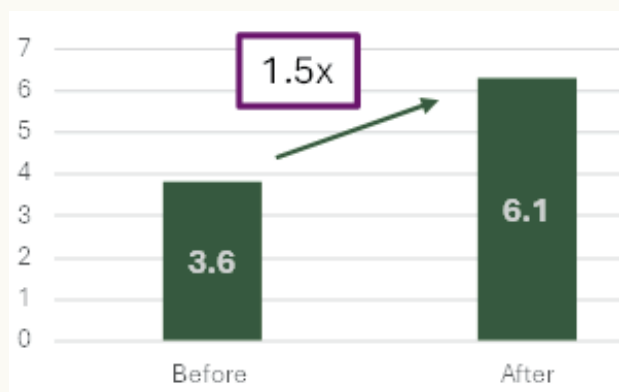
3X Reduction Inventory (Days)



1.2X Improvement in Delivery Performance



1.5X Growth in Sales (₹ Crores)



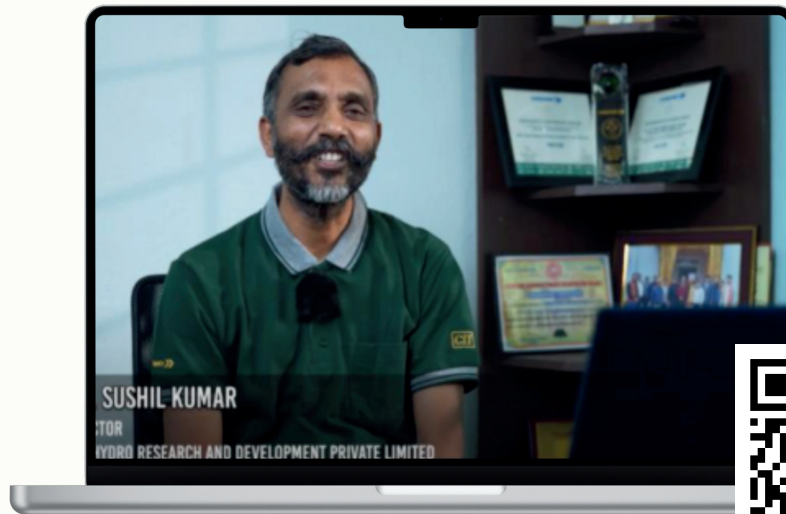
3X Reduction in Defects (PPM)



Industry Expert Interactions



Pragati Engineering, Belgaum pvt.ltd



CMT HYDRO research and development pvt. ltd

LMT Program Participation

- Company Size: SME
- Number of participants/company: Min: 4, Max: 6
- Fee/ participant: Rs.15000/- + 18% GST



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