



CERTIFICATE PROGRAM IN EXECUTION EXCELLENCE

April 2022 and August 2022
Mumbai, India



EXECUTION EXCELLENCE FOR COMPETITIVE ADVANTAGE

Today, top-performing organizations around the world are focused on execution excellence. The reason is simple: The ability to manage value creation processes efficiently and effectively—without waste—provides a competitive advantage.

To fully realize these benefits, companies must identify and educate leaders who can learn the concepts and tools of value stream management; employee inclusion in problem solving; waste reduction; and capability building and innovation.

Individuals who acquire these skills become the lean leaders that their organizations need to help drive change, improve processes, build customer satisfaction, and enhance the company's competitive position.

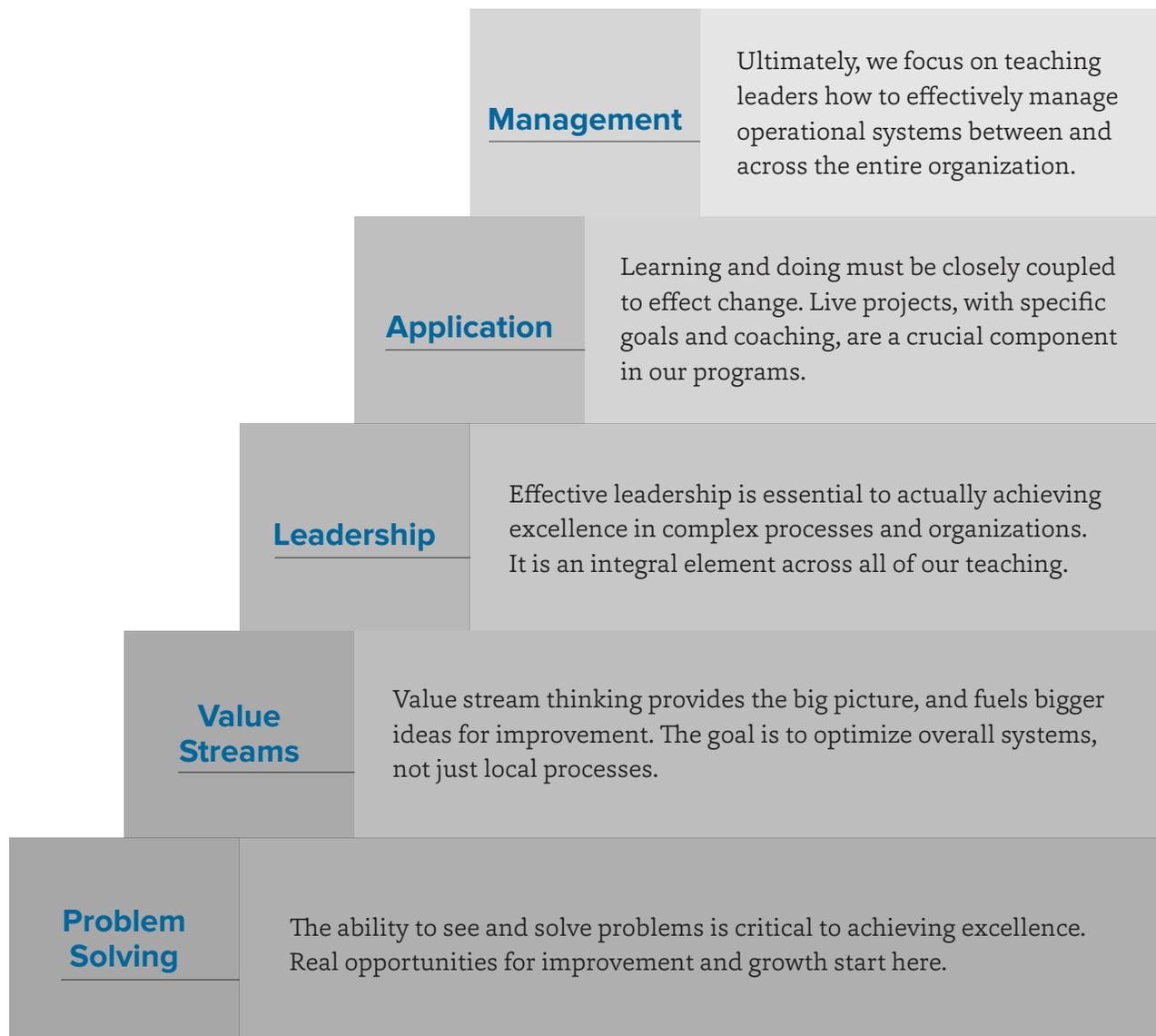
The **Certificate Program in Execution Excellence** leverages our academic research, corporate collaborations, and proven experience in teaching the principles and practices that deliver measurable impact to companies who are competing in today's global marketplace.





ACHIEVING EXECUTION EXCELLENCE

There are a number of core building blocks that must be mastered, and woven together, to ensure a strategic and significant impact on how the organization does its work. Our approach to building leaders in execution excellence does just that. Of course, knowledge of the principles and tools is essential, but achieving excellence goes beyond how you do things, it is essential that leaders learn how to think about things, and how to create alignment and momentum around that thinking.



PROGRAM OVERVIEW

The **Certificate Program in Execution Excellence** imparts the essential knowledge and skills in a unique program that teaches the core principles and practices of execution excellence, creating the lean leaders that companies need to compete effectively.

Taught on the ground in Mumbai, India, this program enables students to:

- Understand the Lean principles and practices
- Know when and how to employ the tools and techniques
- Adopt a new way to think—as a creative problem-solver
- Lead others to see and seize strategic improvement opportunities across the organization

We've designed a learning experience that prepares participants to help lead their organizations towards execution excellence.

The program also includes a challenging, real-world project—with coaching from faculty—that participants will complete during the program. This is a proven approach to help drive participants' comprehension and application of the learning. It also provides a solid return-on-investment for their company.

For whom

This program is ideal for anyone aspiring to become a lean leader, and a highly-valued contributor to their company. Importantly, this knowledge is applicable and beneficial for any industry, including manufacturing, service, healthcare, retail, logistics, finance and technology.

Programme fee

INR 3,90,000 plus 18% tax

Learning Objectives

Build Problem Solving Rigor

Grow the ability to see problems, as well as the capability to truly solve them in a thorough and sustainable way.

Able to Effect Change

Build the confidence and the capability to lead change, and to manage both the change initiatives, and the ongoing operations, concurrently.

Become an Effective Leader

Going to where the work is done; asking the right questions; building team commitment and collaboration; creating other leaders.

Application of Concepts and Tools

Achieving both an intellectual and practical understanding of the tools and techniques used to solve problems and improve performance across the organization.

Demonstrate Proven Results

Identify a specific improvement opportunity and lead the work on this project, reporting the results at the conclusion of the course.

Participants who successfully complete the full program will receive Blockchain anchored digital certificates from S. P. Jain Institute of Management and Research and The Ohio State University.



PROGRAM CURRICULUM

The **Certificate Program in Execution Excellence** phases are outlined below. Attendance at phases 1 and 2 is required. Both phases are taught in Mumbai, India. Project work continues in-between phases.

Pre-Program — Project Selection

A key part of this course is a live project that each participant will work on, with a coach, throughout the program. The process begins with the participant identifying a strategic challenge or a problem area they will address in their organization. A discussion on the problem area will include a faculty member from the program, the participant along with his/her supervisor or manager, and ideally an executive sponsor from their organization. The intent of this discussion is to ensure that the selected project:

- is aligned with corporate goals and strategy
- is relevant to the business / operations
- will yield meaningful and measurable results / ROI
- is achievable, within the proper time frame.

This approach to the live projects is important, both as an essential part of the learning experience, and as a meaningful and financial contributor back to the business that comes with the program investment.

PHASE 1

APRIL 2022, 5 days in-person

Topics:

- Execution Excellence System Overview
- Introduction to A3 Storyboards; A3 Thinking; Problem Workshop
- Introduction to Value Stream Mapping; Cause Mapping; 5S; Risk Analysis; FMEA
- Basic Concepts in Standardized Work
- Company Visit: Best in Class, local example of OpEx; Review Problem Statements
- Refine Problem Statements

Distance Coaching between Phase 1 and 2

Each participant will have a coach assigned to help guide them through their project work. The role of the coach is to ensure good progress, answer questions, and help work through any challenges that the participant is facing. This coaching support reinforces the learning through application, and it adds value through improved project outcomes.

PHASE 2

AUGUST 2022, 5 days in-person

Topics:

- Organizational Transformation; Lean Management System
- Standardized Work for Leaders; Working Tour: Service Business; Tiered Visual Management
- Tools, Systems & Principles; Working Tour: Product Business
- Capstone Simulation: Lean Office Case Study
- Capstone continues; Project report-outs; Reflection

FACULTY

The faculty from S. P. Jain Institute of Management and Research and The Ohio State University are partnering to offer this program. Programme Director: Dr. Debmallya Chatterjee.

Dr. Aravind Chandrasekaran (AC) is the Fisher Distinguished Professor in Operations and Business Analytics at The Ohio State University. He received his PhD in Operations and Management Sciences from the University of Minnesota. Dr. Chandrasekaran's research investigates innovation and knowledge creation issues. He has conducted extensive field work at several organizations including 3M, Motorola, Medtronic, Ford, Zimmer, Hutchinson Technology, Boston Scientific, UC Irvine, Cleveland Clinic, and the Ohio State Wexner Medical Center. Dr. Chandrasekaran is the associate dean for graduate programs and Executive Education and teaches Operations & Supply Chain Management and Operational Excellence to Executive MBA and MBOE students at Fisher. He has also developed several executive education programs for companies all around the world.

Dr. Jurriaan de Jong is a Professor in Operations and Business Analytics at The Ohio State University. He previously taught at the Jacobs School of Management at the State University of New York at Buffalo. Dr. De Jong's research interests focus on supply chain management, and buyer-supplier relationships, in healthcare and other environments. His extensive experience includes engagements with Starbucks, Abercrombie & Fitch, 3M/Imation, the Wexner Medical Center, Tata, Textron, New Era Cap, Kaleida Health, and Buffalo General Medical Center. Dr. De Jong is the academic director for the Master's of Business Operational Excellence (MBOE) program and several other executive education programs, and he teaches Operations Management and Strategy to MBA and MBOE students. He earned a PhD in Operations Management from Ohio State and an MS and BS in Industrial Engineering & Management Science from the Eindhoven University of Technology in the Netherlands.

Dr. Debmallya Chatterjee is a Professor of Operations and Supply Chain at SPJIMR. He is also the Head of Operations and Supply Chain Area at the institute. Prior to that he was the Associate Head of Research at the Institute. He is a PhD in Multi-criteria Decision Making (MCDM) from Indian Institute of Technology (IIT-ISM Dhanbad), and MTech in Operations Research from National Institute of Technology (NIT-D). He is trained at Harvard Business School, Boston (HBS) on teaching pedagogy and is a Certified FIRO-B professional. Dr. Chatterjee brings in 17 years of experience in Executive training, Research and Post Graduate Teaching. Dr. Chatterjee has authored several popular cases in Ivey and has published research works at reputed International journals.

Dr. Sheila Roy is an Associate Professor of Operations & Supply Chain Management at SPJIMR. She also is the Associate Head – Fellow Programme in Management (FPM). She has a PhD from Indian Institute of Technology, Bombay and has PGDBM degree from Indian Institute of Management, Bangalore. Dr. Sheila Roy has over 20 years of work experience spanning across industries of Finance, Information Technology, Consulting and Hospitality. She conducts research and is a consultant to organizations in e-business process design and analytics-driven process management. Prior to SPJIMR she has worked with TATA AIG, Orbit-e Consulting, Cambridge Technology Partners and CMC Limited.

DRIVING RESULTS

As a result of the collaboration between S. P. Jain Institute of Management and Research and The Ohio State University faculty, we have the knowledge and experience from our offering of immersive programs that drive the implementation of lean six sigma tools and methods across different industries. Below are some of the results from participants that have taken these tools and implemented them into their organizations.

Reduced total treatment time in a **pediatric clinic** from **67 minutes to 30 minutes**



Reduced average **claim appeals** lead time by **71%**



U.S. government entity **streamlined operating process** and **eliminated outsourcing** resulting in **Rs. 69 crores cost savings** (\$11 million USD)



Returned **manufacturing capability** from China to the U.S. with **24% cost reduction**

Total lead time for **lab test results** were reduced from **224 minutes to 59 minutes**



Decreased **patient readmissions** by **8% and saved Rs. 98 lakhs** in six months



Software developer reduced error rate by 84%



Increased the **prescription-inventory turn rate** from **10 turns to 13 turns**, saving **Rs. 2.17 crores** in approximately six months.

The Ohio State University is ranked the **#2 Best Undergraduate Production / Operations Management Program** in the Best Colleges Rankings by U.S. News and World Report.

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