

Certificate  
23-LP121/C-0122

**Ms. Nataliia Chernova attended the interactive seminar:**

**LEAN MANAGEMENT AND INDUSTRY 4.0 —  
TWO COMPLEMENTARY APPROACHES, LP121**

**Kyiv, Ukraine  
from 02 to 07 July 2023, 30 academic hours.**

**The following topics were dealt with and successfully completed:**

Lean & Industry 4.0 – Two approaches with one target  
Waste in the area of data & Value Stream Analysis 4.0  
Value Stream Design I4.0

Ways to improve the structure of production: analysis of material and information flows as the part of optimization and cost reduction.

Classification of costs and ways to add value to the product. Waste and value added products. Eight types of waste.

From overproduction and inventory to production "just in time" — the Kanban system.

The production structure "exactly on time".

The practical application of analytical methods and ways to optimize the production structure during a mini-game simulating the production process.

Synchronization of production. Kanban as the way to excellent production.

Ways to reduce excess inventory. Types of Kanban system.

Examples of implementation of the Kanban system in the real production.

**General Manager**

DP "Festo" Ідентифікаційний код

Artem Kharchenko



328037