

BTOES18

	Pre-Summit	Main Summit Day 1					Main Summit Day 2					Post-Summit
	March 13, 2018	March 14, 2018					March 15, 2018					March 16, 2018
AM	Workshops	Keynotes					Keynotes					Workshops
							Awards Winners Panel Showcase					
	Workshops	Technology test-drive					TRACK F Culture	TRACK I Lean	TRACK G Strategy	TRACK H Customer experience	TRACK E Operational Excellence	Workshops
		Keynotes										
PM	Workshops	TRACK A Innovation	TRACK B Digital Transformation	TRACK C Leadership	TRACK D Business Transformation	TRACK E Operational Excellence	Roundtables on Key Pressing Issues & Future Trends					Site-visit
							TRACK F Culture	TRACK I Lean	TRACK G Strategy	TRACK H Customer experience	TRACK F Operational Excellence	
	Workshops	Keynote					30 Minute Panel Session in each track					
		Keynote										
	Keynote	TRACK A Innovation	TRACK B Digital Transformation	TRACK C Leadership	TRACK D Business Transformation	TRACK E Operational Excellence	Keynote					
							Option to Join Organized Dinners					
		30 Minute Panel Session in each track										
Late	Gala reception	Business Transformation & Operational Excellence Awards Ceremony Gala Awards Reception										

Confirmed Speakers:

<p>Jeff Hastie Global Director - Lean Enterprise, Bose Corporation</p>	<p>Mishu Rahman OpEx and Digital Transformation US Office of Management and Budget Executive Office of the President</p>	<p>Jeff Porada Global Director of Lean Six Sigma Jabil</p>	<p>Ricardo Estok Enterprise Principle Leader, Global Manufacturing Operations & Council Johnson Controls</p>
<p>Kevin Goldsmith Chief Technology Officer Avvo</p>	<p>Anu George Chief Quality Officer Morningstar</p>	<p>Sisir Padhy SVP Business Excellence Verizon</p>	<p>Daniel Abrantes Global Change & Communications Management IKEA</p>
<p>Al Faber President Malcolm Baldrige Award</p>	<p>Michael Wilson President, Managing Director, Head of Business Assurance & Improvement BAE Systems Australia</p>	<p>Samantha Bureau-Johnson VP Business Process Excellence & PMO Blue Cross Blue Shield of North</p>	<p>Phil McIntyre Managing Director, Performance Solutions Milliken</p>
<p>Amish Chadha Director Operational Excellence SNC-Lavalin</p>	<p>Loren Bishop Vice President - Director of the Lean Management Office State Street Corporation</p>	<p>Jeff Robinson Regional Managing Consultant Kepner-Tregoe</p>	<p>Maria Thompson Global Innovation Framework Leader ITW</p>
<p>Reed Deshler Principal AlighOrg Solutions</p>	<p>Tomos Peters Global Head of Continuous Improvement Smiths Detection</p>	<p>Morphis Tsalikidis Regional Operational Excellence and Business Transformation Executive Director AXA (EMEA LATAM)</p>	<p>Lisa Norcross SVP Operational Excellence E.ON</p>

<p>Randy Shumway <i>Chairman & Partner</i> Cicero Group</p>	<p>Amish Sharma <i>Director PPI</i> CME Group</p>	<p>Dr Mathias Kirchmer <i>Managing Director, Co-CEO</i> BPM-D</p>	<p>Elaine Richardson <i>Director Corporate Strategy</i> Export Development Canada</p>
<p>Joseph Vacca <i>Head of Operational Excellence</i> CIGNA HealthSpring</p>	<p>Brett Warland <i>Director of Process Improvement</i> PolyOne</p>	<p>Cortilia Lin <i>Director Brand Insights – Global</i> <i>Brand Strategy</i> Phillips</p>	<p>Alyson Griffin <i>VP Global Marketing & Communications</i> Intel Corporation</p>
<p>Sherryl Schown <i>ePMO Governance & Process Lead</i> Envision Healthcare</p>	<p>Brett Addis <i>Global VP, HR Strategy & Transformation</i> SAP</p>	<p>Nuray Gurekin Sen <i>Corporate Technology</i> Siemens Corporation</p>	<p>Iassen Deenitchen <i>Head of Global Process</i> ING</p>
<p>Akin Akinola <i>Head of Global Innovation Networks</i> Nokia</p>	<p>Peter Evans LCI Director Corporate Business Service LEGO</p>	<p>Kaare Michelsen <i>Former-Director APQP</i> Bombardier</p>	<p>Jean-Claude Kihn President Goodyear EMEA</p>
<p>Lee Winters <i>Senior Director Strategy Optimisation</i> Optimize Consulting Inc.</p>	<p>Shirley Whitfield <i>Director, Global Market Planning & Launch Success</i> Astra Zeneca</p>	<p>Naveen Kandasami <i>Global IT Executive Director Business Partnerships & CRM Strategy</i> Sealed Air</p>	<p>Fabio Garaycochea <i>Head of BPE</i> Boehringer Ingelheim</p>
<p>John King <i>Continuous Improvement Chief Engineer</i> Northrop Grumman</p>	<p>John Abel <i>SVP & CIO</i> Ellia Mae</p>		

Confirmed Speakers continued..

<p>Norbert Majerus Lean Champion & Book Author</p>	<p>Dr Trent Kaufman CEO Cicero Group</p>	<p>Erik Wenke Corporate Vice President, Enterprise Corporation Baptist Health South Florida</p>	<p>Anish Sharan Director PPI CME Group</p>
<p>Aaron Washburn Senior Director, BPI Group CME Group</p>	<p>Rajeev Jain VP Finance Operations HP</p>	<p>Lawrence Cowan Partner Cicero Group</p>	
<p>Tejas Vashi Senior Director – Product, Strategy & Marketing Learning@Cisco</p>	<p>Leslie Smith RMS Strategic Stakeholder Engagement Lockheed Martin</p>	<p>Kevin Duggan Founder Institute of Operational Excellence</p>	<p>Elli Hurst VP GBS Global Automation IBM</p>
<p>Harold Peters System Director Performance Improvement Peace Health</p>	<p>Speaker Name TBC Signavio</p>	<p>Cindy Young Lean PMO McKean Defense</p>	<p>Derek Mylarz Medical Director, Office of the Chief Medical Officer Humana Inc.cer</p>
<p>Tray Cockerell Director & CEO Project Leaders, Office of CEO Humana Inc</p>	<p>Jose Pires Global Excellence & Innovation Leader Andeavour</p>	<p>Tim Plankey AVP, Head of MMUS CI Mass Mutual</p>	<p>Namita Azad Transformation Manager Montifiore Medical Grp</p>

Confirmed Speakers continued..

<p>Kelly Moore <i>Opex Lead</i> Syngenta</p>	<p>Zachary Surak <i>Partner</i> McKinsey</p>	<p>Speaker Name TBC Hitachi Consulting</p>	<p>Fernando Venturiera <i>Chief Executive Officer</i> Stance Partners</p>
<p>Bridgette Chambers <i>Managing Partner</i> Solomon Edwards</p>	<p>Marcus Nicolls <i>Senior Partner & Author</i> Partners in Leadership</p>	<p>Joel Ehle <i>CSO</i> Opus Works</p>	<p>Stefan Scherer <i>Early Development, Strategy & Innovation</i> Novartis Pharmaceuticals Corporation</p>
<p>Daniel M. Christinsen <i>Principal Project Manager, Lean-Agile Transformation Program Manager/Sensei</i> Western Digital</p>	<p>Joseph Paris Jnr <i>Chairman</i> Xonitek Group of Companies</p>	<p>Rob Stewart <i>CEO</i> Opus Works</p>	<p>Maximiliano Just <i>Global Director Business Integration in Associate Services</i> Coca Cola</p>
<p>Tim McCracken <i>Director of Business Development</i> KapIT</p>	<p>Michael Hardie <i>Director of Operational Excellence</i> General Motors</p>	<p>Dwight Harris Jnr. <i>VP Lean Transformation</i> Dun and Bradstreet</p>	<p>Robert Hutcherson <i>CEO/Founder</i> Optimize Consulting Inc</p>
<p>Ted Iverson <i>Lean Expert</i> McKinsey & Company</p>			

Full Day Workshop – Mastering Change Management - Monday, March 12th, 2018

7:30am
8:00am
to
5.00pm

Registration, Breakfast & Networking. Time to view the carefully selected Poster Presentations

Mastering Change Management

Learn and assimilate the theory and practice of change management. Practicing learnings with case studies and real-life examples

Topic Intro:

A one day course that will teach participants to learn and assimilate the theory and practice of change management

Participants will learn how to facilitate/ drive change & transformation successfully in their organizations. They will learn key principles and actions they need to take, and the pitfalls they must avoid, to drive change.

Hands-On Experience Includes:

Practicing learnings with case studies and real-life examples.

Why is this course unique?

There are very few courses on transformation and change management. This course will be a good mix of a theoretical overview with some practical tips.

Course Structure / Detailed Agenda:

- Introduction to the theory of change management – 1.0 hours
- Sharing the vision – 0.5 hour
- Establishing the guiding principles – 0.5 hour
- Shaping the change – Exploration & Learning – 1 hour
- Implementing the change - Systems and structure – 1 hour
- Winning the non-believers – 1 hour
- Enjoying the journey – 1 hour
- Wrap up – 30 minutes

Who Should Attend:

Operational Excellence leaders; LEAN transformation practitioners; Agile Coaches/ Agile Transformation leaders/ Anyone trying to drive change.

Prerequisites:

None

Course Leader

Anu George, Chief Quality Officer, Morningstar, Inc.

Anu George is the Chief Quality Officer for Morningstar. She is responsible for providing strategic direction to Morningstar's operational excellence & continuous improvement initiatives. She works at the intersection of operational excellence, human behavior & technology.

She has successfully led the LEAN & Agile transformation at Morningstar & is now focused on mastering design thinking & driving a digital transformation in the organization. Anu has more than 20 years of experience in reputable organizations such as Unilever, GE, and Morningstar. She has global experience through her extensive work in Asia, North America, and Europe.

Anu is an avid reader and has an eclectic choice of the books she reads. She enjoys learning and experimenting with new thoughts in the world of change management, organizational behavior, operational excellence, LEAN & Agile.

She is a frequent speaker on topics including driving transformations, business process excellence, and leadership.

Anu holds a bachelor's degree in economics and accounting and a master's degree in business administration, with a specialization in marketing, from the University of Mumbai.

Full Day Workshop – Change Management / Innovation Monday, March 12th, 2018

7:30am
8:00am
to
5.00pm

Registration, Breakfast & Networking. Time to view the carefully selected Poster Presentations

Change Management & Innovation Acceleration via Design Thinking Leadership

Discover the disciplined approach to change management via the integrated approach of design, design thinking, innovation, and leadership development for value creation.

Topic Intro

Created in 2005, The iGNITE Convergence Program is the worlds 1st, and longest running fully integrated design, design thinking, engineering, new product development, innovation, entrepreneurship and leadership development system. It's internationally successful process delivers rapid and sustainable design & business improvements. It combines the disciplined approach of design, innovation, engineering, new product development and intrapreneurship methods for leadership development to deliver rapid and sustainable new product development, and business improvements processes. Its track record of innovation, leadership development and new product development value creation for over a decade has won accolades globally, and been delivered to 1000's worldwide.

You will learn

- How to build a culture and process for innovation anywhere in the world with disperse groups of individuals and leaders inside your organization
- How to identify or develop the design, engineering, innovation and entrepreneurial mindset inside your organization
- How to select, prioritize and accelerate innovation projects in 6mo windows for quick industry launch without the need for venture labs, or innovation hubs

Hands-On Experience Includes:

- Introduction to The iGNITE Convergence Program process

- *Interactive exercises demonstrating The iGNITE Convergence Program tools in action*
- *Historical case studies of successes and failures of new product development and change management / leadership issues arising from the use of the program and other similar toolsets*

What makes this course special?

The iGNITE Convergence Program, it's tools, track record of innovation, leadership development, value creation and products launched has for over a decade been delivered to 1000's of designers, engineers, venture capital, government, and military participants.

How will you benefit

Participants will gain an overview of the mechanisms and tools necessary to accelerate innovation, leadership development and change management in any organization globally as well as being exposed to case studies and exercises that can lead to further innovation acceleration efforts for their organizations and projects.

Course Structure / Detailed Agenda

The one-day Design, Design Thinking and Innovation Acceleration workshop on Monday, March 12 provides specific leadership development and change management toolsets to uncover and accelerate innovation, leadership development and new product development value creation inside multinational firms. Design, Engineering and Innovation leaders and practitioners with multi-industry experiences will demonstrate how to identify, prioritize and accelerate value creation and strategy execution initiatives in any business. Attendees will discover how to leverage elements of venture capitalism, intrapreneurship and collaborative leadership to build a global + local culture of innovation and new product development that lasts.

The exclusive, one day, iGNITE Convergence program workshop at BTOES includes:

- *A structured and disciplined approach to leadership development, business innovation, new product development and growth*
- *How to build a culture of design, design thinking and innovation anywhere in the world*
- *How to identify or develop designers, innovators, and intrapreneurs in your firm*
- *How to select, prioritize and accelerate innovation projects*

- Review of actual iGNITE Convergence Program innovation projects
- Interactive exercises demonstrating iGNITE Convergence Program toolsets in action

Breakfast, lunch and all materials provided.

Who Should Attend

- CEOs, COOs CSOs, CIOs, CAOs, CMOs, CFOs, CLOs, Chief Excellence Officers and board members
- Heads of / SVP & VP Global Operations, Global Operational Excellence Leader, Global Heads, Heads of, EVPs, SVPs, VPs, Directors of Business Excellence, Business Transformation, Innovation Excellence, Innovation Deployment Value Creation, Productivity, Operational Excellence, Continuous Improvement, Process Excellence, OpEx, Process Engineering, Strategy Execution, Change Management, Customer Experience, Lean Enterprise, Capability Excellence, Process Optimization & Process Management.
- VPs of Global Operational Excellence, Global Continuous Improvement, Process Analysis, Enterprise Risk Management, Global Production & Logistics,
- Lean & Six Sigma, Operational Excellence & Productivity, Business Process Management. Business Process Management Champions, BPM Project Leaders. Lean Six Sigma Deployment Leaders / Champions / Lean Six Sigma Master Black Belts
- Directors of Operations, Process Re-Engineering, Productivity, BPM, Lean Six Sigma, Continuous Improvement, Business Reengineering, Performance Excellence, Operational Excellence, Process Analysis, Manufacturing

Course Leader

Gregory Polletta is the founder of iGNITIATE, (www.ignitiate.com) an international award-winning innovation, industrial design and strategy firm specializing in disruptive design – the art and science of creating new and innovative products and services to transform products categories to ensure international firms' continued success. He is also the co-founder of the international award-winning design brand gregorysung (www.gregorysung.com). In total, Polletta and his team have bridged the gap between design and profitability, digging into R&D labs to uncover ideas that can be developed into winning offerings for clients such as Fujitsu, Louis-Vuitton, Pfizer, The US Navy, Xerox PARC and many more. In 2006 he created TOPIADE for Louis Vuitton the worlds first 3D scanning, image overlay projection, and fully articulated moving pin facade design, a synergy between architecture and digital platforms that combines digital, sculptural and architectural innovation.

Polletta is the creator of The iGNITE Convergence Program in 2005, the worlds 1st and longest running fully integrated, design, design thinking, engineering for new product development, innovation, entrepreneurship and leadership program having been given to 1000's of individuals worldwide. In 2014 Gregory was named the Most Inspirational Professor (<https://pontsbschool.com/faculty-research/faculty/core-faculty/polletta-gregory-n/>) in the Doctoral Program for Elite PhD Engineering students at École Nationale des Ponts et Chaussées, Paris, the oldest engineering school in the world and one of France's most prestigious Grande Ecole universities.

Gregory has served as a board member, board of advisor member and investor to nonprofit and for-profit firms throughout Europe and the US. Polletta has been a past Designer in Residence at True Start & True Capital Venture Capital (<http://www.truestart.co.uk/trueworld-truestart/>) focusing on consumer products and retail and a keynote speaker and the designer of REUTPALA (<http://www.core77.com/posts/52066/The-Making-of-Reutpala-Trophy-for-the-World-Retail-Congress>) for the World Retail Congress. He has been the Chairman of the Global Leadership Summit (<http://theinnovationenterprise.com/summits/global-leadership-summit-new-york/speakers/9070>) as well as a 2015 judge of the \$1M President Clinton HULT Prize (<http://www.hultprize.org/en/about/2014-advisors-final-live/>) and a 2017 Candidate for the US Presidential Innovation Fellows Program at the White House.

Polletta received a Master in Design with commendation from Domus Academy Milan, Italy; a BS in Information Systems as part of the Engineering for Manufacturing program, University of Connecticut, United States with a concentration in Medieval Society at Selwyn College, Cambridge University, UK. He lectures at universities, corporations, military & government offices worldwide on the topics of design, design thinking, innovation, R&D commercialization, entrepreneurialism, industrial design and new product development and has been profiled in numerous international publications, TV and radio.

Attendees at this workshop will receive a 25% discount on registration for passes to the Business Transformation & Operational Excellence World Summit with the code: iGNITE

Testimonials

"An extremely attractive approach to design, new product development, innovation and leadership. While being very challenging, the iGNITE program was also amazingly innovative - I've learned to adapt, put a name to and utilize processes I was aware of on an

intuitive level. This program empowers and motivates future leaders!"

- Dr. Dorin Dusciac Deputy Minister of Environment - Republic of Moldova

"We needed this. Bold and revolutionary ideas & tools didn't follow a cookie cutter process. I believe the iGNITE program was very necessary for some while proving to us that we can execute design thinking efforts quickly."

- Senior Intelligence Officer CIA: United States Department of Defense

"Great background, charisma from the team and teaching method which bakes an incredible amount of knowledge into people in just no time. This definitely is about real life. I had so much fun !"

- Japanese International Designer

"I felt the iGNITE program delivered great value & facilitated feedback on our beliefs and encouraged collaborating with other members. The program has had a very positive attitude with a tough subject and a very tough group"

- US NAVY Pilot and Deputy Commander Joint Carrier Air Wing

"A VERY challenging atmosphere which makes it possible to do things that I would NEVER do under normal conditions. The iGNITE program was huge and the instructors very straight to the point which enables them to cover incredible amounts in a very short time while making me really think about design, creating a sustainable the enterprise, its goals and way to success. Kept the whole program very entertaining and knew exactly how to get us to work.

The instructors were very open and realistic about what was being taught, about their ideas and how to make things work in the real world."

- Chinese MBA Graduate in Innovation

"I have used design thinking approaches and also planned design thinking workshops before and still I learned a lot of new tools and applications. I enjoyed the iGNITE programs energy & the team's willingness to jump in with a dynamic, difficult & challenging group!"

- Commanding Officer & Captain U.S. Coast Guard

"Unorthodox approach to teaching the contents of the course. An extremely interactive approach involving every participant. Very dynamic and challenging. The iGNITE program was very challenging."

- French Experienced Executive & PhD

“This was bound to be a very hard group as this is 100% outside most of our comfort zones so thank you for making us try and pushing us to make it work!”

– US AIR FORCE Pilot Wing Commander – Patrol and Reconnaissance Wing

“Very lively and pro-active. The whole iGNITE program was original and kept the interest of the class. It has really made me see the other side of the wall. Extremely interactive and instructors were well mastered in the subject and special style.”

– American Masters Graduate in Software Engineering

“Well done with a “by nature” difficult group. Thanks for igniting our project. I think we will get our message across now.”

– Deputy Director: U.S. Coast Guard

” Highly Interactive program with a goal which is to prepare us for presenting our product to investors and manufacturing partners.”

– Sarah Norford Jones: Co-Founder of Jones & Bone Digital Design Agency

“The program challenged us and let us practice the activities and skills we will use in the future. Well done!”

– US AIR FORCE Pilot & Commanding Officer Strike Fighter Squadron

Pre-Summit Workshop Day: Tuesday, March 13th, 2018

1 ½ Hour Practical Hands-On Skill Development Workshops

7:30am	Registration, Breakfast & Networking			
8:30am	WORKSHOP A	WORKSHOP B	WORKSHOP C	WORKSHOP D
	<p>Digital Transformation Workshop Hitachi Consulting</p>	<p>Overcoming communication issues and generational gaps while working on increasingly complex project</p> <ul style="list-style-type: none"> • Navigating communication improvement tools, focusing on process mapping • Analysing benefits of following step by step mapping of tasks allocation, sharing and implementation • Tools and technics allowing to see through departments and teams • How to increase accountability? <p>Sherryl Schown, ePMO Governance & Process Lead, Envision Healthcare</p>	<p>How the Best Outperform the Rest - Strategy Execution Secrets of the World's Best Performing Organizations</p> <ul style="list-style-type: none"> • Why, and specifically how, do the best performing organizations outperform the rest? • What are the 7 best practices that are common to these high performing organizations? • What are the pitfalls to avoid in implementing a strategy execution system? • What resources are available to support your journey? • What are the next steps? <p>Paul Docherty, Founder & Executive Director, i-Nexus</p>	<p>Transforming Office Processes with Proven Operational Excellence Principles</p> <p>During this session, Kevin Duggan will explain how companies can use the principles and guidelines of Operational Excellence to design an office where information flows from activity to activity along fixed pathways at preset, predefined times. That way, everyone will know where they get their work from, when to expect it, and where and when they should send their work when finished, establishing a guaranteed turnaround time. Kevin will also share how, by designing the way an office should flow information, or “normal” flow, any flow condition outside this design can be defined as abnormal flow. When companies achieve Operational Excellence, employees can see abnormal flow and fix it before it impacts the customer, without management intervention.</p> <p>Attendees will learn:</p>

- nine design guidelines for office flow
- the concept of self-healing flow
- advanced principles such as workflow cycles, integration events, pitch, and other techniques
- results offices can expect from Operational Excellence

Kevin Duggan,
 Founder,
Institute for Operational Excellence

10:00am	Morning Coffee Break & Networking			
10:15am	WORKSHOP F	WORKSHOP E	WORKSHOP G	WORKSHOP H
	<p>Designing Your Organization for Differentiation – An Agile Approach to Organization Transformation <i>Organizations win when they are differentiated from competitors and are designed to deliver in an aligned and productive way. Getting an organization optimally aligned is not a one-time activity, but a constant effort that is built into the business operating rhythm.</i></p> <ul style="list-style-type: none"> • Learn a practical framework for aligning an organizations’ strategy, work, structure, metrics, talent and culture • Apply Agile design principles to organization transformation efforts • Discuss cross-industry applications and take-aways 	<p>Approaches to advancing along maturity model (for different levels of CI maturity)</p> <ul style="list-style-type: none"> • How to measure organizational maturity and assess the level your company is on? • Understand how change can be brought in an organization • Practical steps and approaches to progressing to the next level (for each level) <p>Brett Addis, Global VP HR Strategy & Transformation, SAP</p>	<p>Six sigma and lean basics - traditional holistic approach</p> <ul style="list-style-type: none"> • Six Sigma and lean competencies to improve productivity and efficiency • Lean daily management: the cost reduction or the growth opportunity? <p>Confirmed: Tomos Peters, Global Head of Continuous Improvement, Smiths Detection</p>	<p>Analysing the difference between PDCA, DMAIC, Kaizen. Project reviews</p> <p>Confirmed: Speaker Name TBC, Kepner-Tregoe</p>

	Confirmed: Reed Deshler , Principal, AlignOrg Solutions			
11:45pm	Lunch Break & Networking			
	WORKSHOP I	WORKSHOP J	WORKSHOP L	WORKSHOP I
1:00pm	<p>OPEX education, training and development - recruiting and coaching leaders of the future</p> <ul style="list-style-type: none"> A distinct need for training and leadership to run increasingly complex operations/processes/projects E-learning and education: specifics of training for millennials New workforce: bitesize micro training, keeping the flow going <p>Joel Ehle, CSO & Rob Stewart, CEO, OpusWorks</p>	<p>The Vice & Virtue of Visual Management in the Digital Era</p> <p>See together, act together, know together. Join us in an interactive workshop to discuss the rapid evolution of Visual Management (VM) and its changing role in the workplace. Using specific customer examples, we will address the following topics:</p> <ul style="list-style-type: none"> The changing face of VM since the early days of Lean and key benefits driving its universal adoption. Failures and successes of incorporating technology into VM. The versatility of digital VM for a multitude of different applications for Lean and Agile. Key considerations and recommendations when successfully implementing digital VM. Establishing Digital Visual Management as a transformative technology for organizations. 	<p>LEAN and OPEX Progression State of Readiness</p> <p><i>For the 21st Century Company, time is the enemy. Whether its technology, competition, globalization, or geopolitical; we live in a world of disruption and uncertainty that is coming at us at an accelerated pace from just a few years ago. As such, it will not be the company facing disruption or causing disruption that will prevail, but rather the company that is in the better state of readiness – the company that is able to see further beyond the horizon, recognize the opportunity or peril, and more quickly devise and deploy decisive responses to engage – that will prevail.</i></p> <p>In this session, we will explore the need for building a high-performance organization that is collaborative, nimble, that understands its capacity and capabilities (and its limitations) in real-time and the strategic advantage of being expert at accelerating the decision-making process.</p> <p>Joseph Paris Jr, Chairman, Xonitek</p>	<p>Innovation - board game of ideas: which ones will be relevant and to whom?</p> <ul style="list-style-type: none"> Innovation: tools (technology, digital) and culture (people) Innovation - capturing IDEAS within disruptive technologies <p>Integrating all innovative opportunities into a seamless project, project management and execution</p> <p>Bridgette Chambers, Managing Partner, Solomon Edwards</p>

	Confirmed: Tim McCracken, Director of Business Development, KapIT	Group of Companies	
2:30pm	Afternoon Coffee & Networking		
	WORKSHOP M	WORKSHOP N	WORKSHOP O
3:00pm	<p>Cognitive, Artificial Intelligence based operational excellence</p> <p>Elli Hurst, VP GBS Global Automation, IBM</p>	<p>Living in innovation times - how to allow the whole company to be innovative?</p> <ul style="list-style-type: none"> • How to handle innovative ideas? • How to have time for them? • How to harness ideas from employees? • How to pilot them and determine which ones to develop into products? • What procedures should be in place to facilitate innovation? <p>Shirley Whitfield, Director Global Market Planning & Launch Excellence, Astra Zeneca</p>	<p>Make it Stick! Proven best practices to create lasting improvement in your organization</p> <ul style="list-style-type: none"> • Harness the best thinking of your teams • Build lasting, internal employee capacity to proactively solve problems • Create a culture of continuous innovation and improvement • Maintain momentum through the right measurements and rewards <p><i>This will be a highly interactive workshop in which we compare lessons learned from the Bay of Pigs and Cuban Missile Crisis and apply those experiences in leading a well-functioning, highly innovative, and problem-solving organization</i></p> <p>Randy Shumway, Chairman & Partner, Cicero Group</p>
			<p>Strategy Optimization, Commercial Effectiveness & Pricing Excellence</p> <p><i>How to move your Organization towards a pragmatic, effective and profitable Roadmap to outperform your Competition.</i></p> <ul style="list-style-type: none"> • Move your Organization towards a pragmatic & effective Roadmap to outperform your Competition • Measuring the Profitability and the Return on Investment of your initiatives • Defining a Change Management Approach for engaging across silos & slams • Understand how and what kind of Systems Solutions to consider • Review of real business cases across different industries

Fernando Ventura, Chief Executive Officer, **Stratence Partners**

17:00

FEATURED KEYNOTE

Meaningful purpose: Develop organizational momentum that fosters continuous improvement

Are you concerned your organization's culture has stagnated or that your lean program is losing steam? One of the fundamental elements may be missing: meaningful purpose. In this workshop we will discuss methods and approaches to discover your organization's meaningful purpose, increase momentum for change and unlock available talent within your organization. Lastly, we will address how to assess the effectiveness of your organization's meaningful purpose

- Why attend: Organizations that outpace competition have a clear purpose that is understood and central to all that they do
- How do we approach: Connect, one of 4 core management systems, establishes the foundation for meaningful purpose, including the necessary mind-sets and behaviours. Leaders then reinforce these by both role modelling and coaching their team
- What will we do in the workshop: Focus on sharing approach to develop, communicate and measure meaningful purpose, including identifying ways to continuously improve

Confirmed: Ted Iverson, Lean Expert, **McKinsey & Company**

6:30pm

Chairman's Closing Remarks.

7:30pm

Gala Reception

Main Summit Day 1, Wednesday, March 14th, 2018

7:00am	<p>Registration, Breakfast & Networking. Time to view the carefully selected Poster Presentations</p>
7:50am	<p>Chairperson's Welcome & Introduction to Keynote Peter Evans, LCI Director Corporate Business Service, LEGO</p>
8:00am	<p>Achieving Performance Excellence Through a Holistic Systems Perspective. <i>Al will describe how organizations of all sizes, in all sectors of the economy, can use the Baldrige Framework to create and sustain a culture of continuous improvement. With 30 years of proven success, the Baldrige Framework has 5 Focus Areas that Al will discuss:</i></p> <ul style="list-style-type: none"> • A Focus on Core Values and Concepts • A Focus on Processes • A Focus on Results • A Focus on Linkages • A Focus on Improvement <p>Confirmed: Al Faber, President, Malcolm Baldrige Award</p>
8:15am	<p>Keynote Lean Driven Innovation</p> <ul style="list-style-type: none"> • Why do companies have to innovate to compete and grow? • How companies make innovation successful and generate sustained income from new products and services • How lean/OpEx can be leveraged in a successful innovation culture • How to engage associates and leaders in a transformation and sustain lasting change • How to lead a successful transformation in a major corporation <p>Confirmed: Jean-Claude Kihn, President, Goodyear EMEA & Norbert Majerus, Lean Champion & Book Author</p>
8:45am	<p>Keynote Need for "Speed": Building a Global Culture of Innovation <i>In a fast changing world, how do you build a culture where extraordinary innovation becomes ordinary? A culture that lasts and consistently delivers exponential leaders, growth and value creation.</i> <i>The key ingredients to innovation acceleration are not what you see portrayed most often in the media. Great, enduring organizations know what it really takes to create and, most importantly, scale innovation.</i></p>

We will explore how to blend disciplined innovation methods with elements of venture capitalism, crowdsourcing and collaborative leadership to deliver rapid and sustainable business improvements and innovations in any industry.

Confirmed: Jose Pires, Global Excellence & Innovation Leader, Andeavor Corporation

9:30am Coffee Break and Networking in the Exhibit Hall

10:00am Technology Test Drive

Technology-based show cases in the leading technology domain like AI, Big data, IoT, Blockchain for operational excellence

Explore some of the latest tech from industry-leading solution providers in the Exhibit Hall. With 10 minutes to try out each demo, see what each product can do to help your organization along on your Operational Excellence journey.



11:00am Keynote

Business improvement - continuous improvement, never be complacent: how to stay ahead?

- Business transformation - assessing where to go and how to get there
- The view on organizational transformation and change management in a context of continuous progression, progression beyond each leadership
- Understanding how change can be brought in an organization
- Assessing organizational CI maturity level
- Approaches to advancing along maturity model

Confirmed: Lisa Norcross, SVP Operational Excellence, E.ON

11.30am	Keynote Current disruptive technologies: how can they be leveraged across and implemented within different businesses and industries? Confirmed: <i>Sisir Padhy</i>, VP Process Excellence & Innovation, Verizon				
12:00pm	30 Minute Panel Session with Keynote Speakers				
12.30pm	Sit Down Full Service Plated Lunch & Networking. Meet the Speaker at your Lunch Table.				
1:30pm	Break into Summit Streams: 30 Minute How to - Straight to the Core Presentations Choose from 5 parallel tracks of powerful case study presentations and topical breakouts according to your interest				
	TRACK A Innovation	TRACK B Digital transformation. New Technologies and Automation	TRACK C Leadership	TRACK D Business Transformation	TRACK E Operational Excellence
	Bringing innovation, improvement & ideas to life How do you create a culture of innovation that harnesses people ideas and fosters collaboration? BAE System’s Australia has been doing just that through their: <ul style="list-style-type: none"> • “Innovation Hive” – a virtual ideas portal • Collaborative Continuous Improvement Network; • Sharing of success through story-telling; and • Crowdsourcing with “Innovation Challenges”. This case-study shares what has worked well and what hasn’t. Key takeaways: <ul style="list-style-type: none"> • How to engage Leadership and middle management • How to build momentum 	Digital Transformation and Operational Excellence <i>Focus on what really matters, Improve the right way and Sustain the outcomes</i> Dr Mathias Kirchmer, Managing Director, Co-CEO, BPM-D	Inspiration and leadership from within: the effective steps of securing management buy in <ul style="list-style-type: none"> • How to make the board to hear and gain they support? • How to reach proper bottom up and top down engagement? • Leadership view: riding the change coming from within, creating clear, well communicated and sustainable performance plan • Real life examples of changes being developed from the middle up to the board 	Transforming Outcomes by Transforming Your Thinking <ul style="list-style-type: none"> • Think like a change agent • Recognize and overcome barriers • Create unity through common purpose • Embrace principles over methodology • Measure the true impact • Create an ambitious but flexible project roadmap Dr Trent Kaufman, CEO, Cicero Group	Synergies between BPM, OPEX and Management Systems <ul style="list-style-type: none"> • Digital Process Management: traditional Operational excellence with new digital components • Integrity of tools and systems: meeting demands of diversified businesses adopting systems across different locations • Do traditional process improvement methods still work? • Individualization and cost: understanding Digital processes implementation and what they mean for you and your organisation

<p>and nurture innovators and early adopters</p> <ul style="list-style-type: none"> • How to shine a light on Innovation & Improvement • How to capturing ideas and act on them • How to overcome constraints and barriers <p>Michael Wilson, Head of Business Assurance & Improvement, BAE Systems Australia</p>		<p>Phil McIntyre, Managing Director Performance Solutions, Milliken</p>		<p>Confirmed: Samantha Bureau-Johnson, VP BPE & PMO, Blue Cross Blue Shield for North</p>
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10-minute changeover period

2:10pm

<p>Innovation at different levels of maturity. How to bring the innovation mentality into the company?</p> <ul style="list-style-type: none"> • How to teach the leadership about innovation? • How to open up and be people that are innovative? • How management can nurture innovation? • How to capture and nourish innovative ideas? <p>Stefan Scherer, Early Development, Strategy & Innovation, Novartis Pharmaceuticals Corporation</p> <p><i>*Subject to topic final confirmation</i></p>	<p>Topic TBC Speaker Name TBC, Hitachi Consulting</p>	<p>Changing leadership mind-set and adopting lean behaviour at senior level</p> <ul style="list-style-type: none"> • Understanding and incorporating improvement work methods and habits and leading the change throughout organisation • How to overcome the fear of failure? • How to balance urgency and importance? • Coaching leadership on change and organically spreading it to the company <p>Elaine Richardson, Director Corporate Strategy, Export</p>	<p>Applying OE Principles To Personal Goals (and uncovering the secret to OE sustainment along the way)"</p> <p>Here are the key points that will be outlined and discussed (with examples):</p> <ul style="list-style-type: none"> • OE principles can be applied to ANYTHING – even personal goals • Making it personal creates the incentive to try (WIIFM) • Practice & repetition improves OE competencies • Improved OE 	<p>Fast-track Business Performance: The Step-by-Step Process and Real World Application of OpEx</p> <p>In this session, Kevin Duggan will introduce and define Operational Excellence, explain how it differs from traditional lean tools, and detail the eight principles companies apply – in order – to achieve it. He will discuss how, by following the step-by-step methodology, management will have opportunity to focus on offense activities to support the real goal of Operational Excellence: business growth. Kevin will also illustrate Operational Excellence in action by sharing real-world examples</p>
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		<p>Development Canada</p>	<p>competencies drive successful outcomes</p> <ul style="list-style-type: none"> • Successful outcomes create positive reinforcement • Positive reinforcement embeds OE principles into everyday thinking (see bullet #1) <p>Joseph Vacca, Head of Operational Excellence, CIGNA HealthSpring</p>	<p>of companies who have experienced remarkable results by achieving it.</p> <p>Attendees will learn:</p> <ul style="list-style-type: none"> • The difference between traditional lean tools and Operational Excellence • Eight principles to achieve Operational Excellence • The importance of self-healing flow in freeing management to focus on business growth • Success global organizations have realized by achieving Operational Excellence <p>Kevin Duggan, Founder, Institute for Operational Excellence</p>
<p>10-minute changeover period</p>				
<p>Innovation in traditional, mature industries: does being innovate within your parameters work?</p> <ul style="list-style-type: none"> • Overcoming "innovation" barriers in traditional business: safety, cost etc. • Embracing new ideas and its reputational impact • Finding new ways of doing old things through innovation and employment 	<p>Digital transformation and OPEX: business transformation merging with new technologies</p> <ul style="list-style-type: none"> • The confluence of technology with traditional operational excellence applications • Finding the right balance between people and tools • How to stay focused in 	<p>Leadership and innovation: what does the leader of the future look like?</p> <ul style="list-style-type: none"> • What is the skillset of the leaders of the future? What they must have/be? • How to choose the right stakeholders to lead the continuous change? • How top executive programmes prepare people to lead? • Types of leadership skills and 	<p>Examples of tailored applications of industry standard approaches to transform businesses for more effective organic growth</p> <ul style="list-style-type: none"> • Finding ways to influence effective business transformation with few resources • Cost-cutting, keeping transformation on target 	<p>Innovation driven operational excellence: the pros and cons of transforming ongoing business operation</p> <ul style="list-style-type: none"> • Futuristic OPEX Programs • How to use old systems with new ideas and processes? • How OPEX is utilized to create top line growth with a holistic view from strategy

2:50pm

<p>of new technologies</p> <ul style="list-style-type: none"> • Benefits of innovation to the overall organization: both internally and from a customer experience point of view <p>Akin Akintola, Head of Global Innovation Networks, Nokia</p>	<p>"all new digital' world and keep the business central?</p> <ul style="list-style-type: none"> • How much technology is too much? • Analysing practical application and use of new tools and technologies? <p>Elli Hurst, VP GBS Global Automation, IBM</p>	<p>competencies that companies look for?</p> <ul style="list-style-type: none"> • Places and types of trainings: corporate academies vs. academic/university executive programmes • Executive transferable skills, mentoring, prominent CEOs of large enterprises <p>Kevin Goldsmith, Chief Technology Officer, AVVO</p>	<p>especially on large, multi-layered, geographically complicated projects</p> <ul style="list-style-type: none"> • How to recognize when the transformation is not working and what countermeasures to put into play? <p>Erik Wenke, Corporate Vice President, Enterprise Transformation at Baptist Health South Florida</p>	<p>to execution and implementation of RPA and CI</p> <ul style="list-style-type: none"> • Integration of units and global operations <p>Anish Sharan, Director PPI & Aaron Washburn, Senior Director, BPI Group, CME Group</p>
<p>3:10pm Coffee Break & Networking</p>				
<p>3:50pm Adopting and deploying start-up mentality</p> <ul style="list-style-type: none"> • Focus on “how” rather than “what”: case studies of disruptive companies • Traditional companies – “what”, start-ups – “how” and the result: best practices • Real-life case studies, including failures: what Not to do, learn about mistakes <p>Jeff Porada, Global Director of Lean Six Sigma, Jabil</p>	<p>Transform the organization to a customer centric one with innovative data analytics</p> <ul style="list-style-type: none"> • Turning your organization from technology focused to customer centric one is a journey • Innovative data analytics is essential to create the common language for the organization • To sustain the competitive edge from data analytics, a sustainable culture shift is key 	<p>Best practices of merging business strategy and business transformation: how to move to the next level of evolution?</p> <ul style="list-style-type: none"> • Setting the strategy • Integrating technology into Continuous Improvement programs • Moving from enterprise excellence into strategy and business transformation and reaching innovation • Sustainable change management: timely identifying and designing valuable change initiatives for an 	<p>New way of doing business transformation and process improvements: moving away from Lean and Six Sigma and going towards new way of forward thinking</p> <ul style="list-style-type: none"> • Change management for millennials. Process GPS • Linking technical knowledge to business transformation • Leveraging data for OPEX and Business Transformation • Using software to transform business and applying the same 	<p>How to rebound an organization from a failed OPEX launch?</p> <ul style="list-style-type: none"> • Behavioural OPEX science. How can you succeed? • Failed OPEX story: analysing how and why? • OPEX top-down: current challenges, roadmap, fears <p>Kelly Moore, <i>Opex Lead</i>, Syngenta</p>

	<ul style="list-style-type: none"> Both online and offline data together would paint a solid picture of customer experience journey <p>Cortilia Lin, Director Brand Insights – Global Brand Strategy, Phillips</p>	<p>organization through collaboration of all teams</p> <p>Cindy Young, Lean PMO, McKean Defense</p>	<p>practices within whole company</p> <ul style="list-style-type: none"> Scaling transformation on a global basis to a new organizational structure and balancing efficiency with empowerment and distributed decision making <p>Daniel Abrantes, Global Change Management, IKEA</p>	
<p>10-minute changeover period</p>				
<p>4:30pm</p> <p>TRACK F CULTURE</p> <p>Creating a culture of quality and performance excellence: keeping the workforce engaged while promoting progressive change</p> <ul style="list-style-type: none"> How business transformation is a driver of quality and performance Why business transformation requires a cultural shift How learning is essential in driving cultural cohesion How to maintain a culture of quality and 	<p>New technologies and best tools to use</p> <ul style="list-style-type: none"> How to choose a technology that will bring real long term value to your organisation? Latest software developments in automation, IoT and augmented reality What are the latest trends in applications, where are they heading to? The process of transforming a new technology and balancing it by simplifying and tailoring it to your own specifications How to manage Technologies? 	<p>People Analytics: A Game-Changer for Improving Organizational Performance?</p> <ul style="list-style-type: none"> Understand the impact of mega change trends on the 'human system' in your organization Explore why thinking in terms of 'propensities' is more useful than focusing on 'behaviours' See what 'predictive' people analytics can tell you about systemic performance challenges Learn how to increase job success, team 	<p>Organizational Optimization: The Holistic Business Transformation Design</p> <p><i>Transform your organization to a future state of optimization</i></p> <ul style="list-style-type: none"> Organizational Transformation Success Factors Organizational Optimization Organizational Change Leadership Transformation to Optimization <p>Confirmed: Robert Hutcherson, CEO, Founder & Lee Winters, Sr. Director</p>	<p>OPEX and intricacy of the modern-day team management</p> <ul style="list-style-type: none"> How to overcome relationship complexity and increase performance of multi-generational teams Geographical as well as generational diversity and its impacts on communication within teams Generation X vs Millennials <p>New workforce and continuous training - keeping the flow going</p>

5:10pm

<p>performance excellence for the long-term</p> <p>Tejas Vashi, Senior Director – Product Strategy & Marketing, Learning@Cisco</p>	<p>Maximiliano Just, Global Director Business Integration in Associate Services, Coca Cola</p>	<p>performance, and strategy implementation</p> <ul style="list-style-type: none"> Know what to look for when purchasing a people analytic to improve business outcomes <p>Germaine Watts, Partner & CEO, IntelOrgSys</p>	<p>of Strategy Optimization, Optimize Consulting, Inc.</p>	
<p>Digital Strategy Deployment Using Business Capabilities</p> <p><i>Digital business strategies usually emerge from creative brainstorming sessions of executives using white boards and sticky notes. Conversely, very structured architectures of operations are created using standards such as BPMN, CMMN and DMN with the goal of increased automation. In this session we will demonstrate how using business capabilities as the hinge, enables creative ideation of strategies and structured execution architectures to not only co-exist but also be aligned</i></p>	<p>The wealth of innovation in automation and the impact of automation on operational excellence</p> <ul style="list-style-type: none"> The main trends in machine learning, IoT, robotics and process management? What manual work can be done faster? How to automate processes and manage the cross over between technological-processes and organisational changes How to identify disruptive and integrate leading 	<p>Leadership: Understanding, Buy-In, Support and Sponsorship from ALL Leaders</p> <p>Accepted: Damon Werner, Vice President, Business Optimization & Six Sigma, McKesson</p>	<p>Can the Cloud Really Enable Transformation?</p> <p><i>Ellie Mae isn't just a cloud platform provider working to transform the residential mortgage finance industry, they use the cloud to transform their own internal business operations for greater transparency, operational efficiency, cost savings and growth potential</i> <i>See how Ellie Mae transformed their Finance department using the Cloud (thanks to Workday Financials and Xactly)</i> <i>Ellie Mae grew its employee base to over 1500 and</i></p>	<p>Achieving an Enterprise-Wide Operational Excellence Strategy</p>

<p><i>for successful digital transformation. More specifically we will explore how the six primitives of Why, Who, When, Where, What and How can be effectively applied to ensure a complete tractability from digital vision of executives to the daily operations of the organization.</i></p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> Combining creative and critical thinking Using business capabilities as a hinge Aligning strategy and operations <p>Confirmed: Denis Gagne, CEO & CTO, Trisotech</p>	<p>process technologies to achieve consistent, global manufacturing excellence?</p> <ul style="list-style-type: none"> Automation as a basis of the future of continuous improvement How to automate processes and manage the cross over between technological-processes and organizational changes Managing increasing reliance on automatization. How to predict machine failures. How to replace components before they fail and streamline procedures? <p>Rajeev Jain, VP Finance Operations, HP</p>		<p><i>transformed HR using the cloud (Workday HR)</i> <i>Ellie Mae transforms internal IT practices</i> <i>Metrics to show how the company grew and achieved operational efficiencies with real life samples</i> <i>Audience Takeaways: Attendees will take away examples of how cloud technologies allow companies to increase growth, improve response times and create a more transparent workforce.</i></p> <p>Confirmed: John Abel, SVP & CIO, Ellie Mae</p>	
<p>5:40pm 30 Minute Panel Session in each track with Speakers & Industry Experts</p>				
<p>6:10pm Awards Rehearsal</p>				
<p>7:00pm VIP Reception – Advisory Board & Guests. (Invitation Only)</p>				
<p>7:30pm Gala Awards Reception</p>				
<p>8.00pm Business Transformation & Operational Excellence Awards Ceremony</p>				

Main Summit Day 2: Thursday, March 15th, 2018

7:00am	Breakfast & Networking
8:00am	Chairperson's Recap from Previous Day and the Key Takeaways from each Session <i>Peter Evans</i> , LCI Director Corporate Business Service, LEGO
8:15am	KEYNOTE Secret Sauce of Driving Excellence <i>Anu will share her approach to driving Continuous Improvement and Operational Excellence programs internally and the lessons she learnt along the way</i> Anu George , Chief Quality Officer, Morningstar
8:45am	Change management and culture of change: the journey. National and international case studies <ul style="list-style-type: none"> • Culture: how critical is it? • How to lead significant culture change? • Implementing end-to-end cultural changes across regions, businesses and functions – strategic following the maturity curve • Real life case studies of success • How to limit the impact and the frequency of initial mistakes <p>Nuray Gurekin Sen, Corporate Technology, Siemens Corporation</p>
9:15am	Merging traditional operational excellence with business innovation: a journey from OPEX to upstream business transformation to business innovation <ul style="list-style-type: none"> • Impact of innovation from the operational excellence point of view • How to keep the dialogue between innovation and OPEX going? • Embracing innovative mindset. Think innovation! <p>Alyson Griffin, VP Global Marketing & Communications, Intel Corporation</p>
9:45am	Awards Winners Panel Showcase – Each winner will deliver their top 3 “Golden How-tos”, with the opportunity to ask questions to all winners
10:30am	Break & Meet the Panel
11:00am	Break into summit streams:

TRACK F Culture Moderator: Rob Stewart, CEO, Opus Works	TRACK G Lean	TRACK H Strategy Moderator: Fernando Ventiriero, CEO, Stratence Partners	TRACK I Customer Experience	TRACK E Operational Excellence
<p>Case Study: State Street Corporation’s operational excellence Story: Building a culture of innovation and continuous improvement</p> <ul style="list-style-type: none"> • The transformational journey: from a Lean Six Sigma project based approach to a strategic business partner • Focusing on an increased impact on business outcomes and customers • Building critical skills in the workforce through Lean infrastructure • Driving engagement through recognition and socialization • Embedding the Lean culture in the Business Units <p>Loren Bishop, Vice President - Director of the Lean Management Office State Street Corporation</p>	<p>Learn how PolyOne puts customers on the road to Lean Six Sigma success</p> <p><i>PolyOne Corporation is a global provider of specialized polymer materials and services and have developed an effective lean six sigma process for their own business. Due to its outstanding results, they have rolled out a program based on this process to their customers to provide training and best practices to reduce cost and waste, improve processes and to increase their ROI. They have helped customers achieve \$5mm reduction in working capital, \$2mm production cost savings, 300% increase in new product introductions and improve productivity by 130%.</i></p> <p>Join Brett Warland, Director of Process Improvement from PolyOne, and PowerSteering to learn how PowerSteering is supporting this process and take</p>	<p>Removing the Barriers to Better Health through a High Tech, High Touch Approach</p> <p>Our current health care system is fragmented and inefficient, and therefore expensive and relatively ineffectual in terms of achieving desirable health outcomes. But value-unlocking changes have begun to take hold in the form of novel roles, responsibilities, and relationships of all parties in the healthcare ecosystem. The people you connect with and information you consume in the care of patients today probably won’t be the same tomorrow.</p> <p>Foundationally, health care is built on trusting relationships, but that doesn’t just mean between a physician and a patient. All the stakeholders, including the payers and even family caregivers, must be better connected, depending on one another and leveraging a high-tech, high-touch approach to</p>	<p>Prioritize Opportunities with “Customer-Back” Value Propositions</p> <p>Maria will demonstrate a method for working with customers to identify pain points and quantify customer’s current total cost of ownership for the Jobs-To-Be-Done (JTBD). She will then review how to derive the future Value Proposition the customer will realize after deploying our new product. This “customer-back” Value Proposition can be used to establish Value-based Pricing and as a basis for Value Selling. Prioritize Opportunities with “Customer-Back” Value Propositions</p> <ul style="list-style-type: none"> • How might we best identify customer pain points and problems that they are willing to pay to be addressed? • How might we understand and quantify customer 	<p>How to manage operational excellence initiatives?</p> <ul style="list-style-type: none"> • Assessing and securing sufficient resources to implement operational excellence • OPEX organizational structure and alignment with operations within organizations • How to measure where-we-are and what-is-future using Operational Excellence • Available metrics, leading and lagging indicators: how and why to manage them • Process Improvement: challenges, prioritisation, what impacts analysis <p>Kathy Bozinski, IS Manager BPM, Allegis Group Inc.</p>

	<p>a deeper dive into how</p> <p>PolyOne is helping many organizations reach LSS success with:</p> <ul style="list-style-type: none"> • Improved flexibility, quality, efficiency and speed • Access to best in class process improvement resources and training • Sustained cost and revenue benefit • Ability to develop and retain internal talent <p>Confirmed: Brett Warland, Director of Process Improvement, PolyOne</p>	<p>deliver integrated, well-informed holistic patient care. This new paradigm promises to significantly improve health outcomes and lower costs - deliver more value and ensure long-term sustainability of our health care system – by emphasizing prevention, reducing unnecessary services, improving care at home, treating patients with unmanaged behavioural health conditions, and more.</p> <p>Today, Humana is working to fuse data and analytics with clinical and community relationships by working inside and outside the clinical setting. This is helping the healthcare ecosystem – including primary care physicians, specialists, other clinicians, hospitals, payers, the patients and entire communities – maximize their efficiency, identify opportunities, act on insights, address social determinants of health, and make key health decisions in an effective manner. When patients get the right care and preventive services at the right time and place, and social and lifestyle aspects of their health are understood, considered and addressed - everyone wins. This high-tech, high-touch approach is helping to increase access to care, improve health</p>	<p>value?</p> <ul style="list-style-type: none"> • How might we leverage our understanding of the customer value proposition to justify premium or value-based pricing? <p>Maria Thompson Global Innovation Framework Leader ITW</p>	
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outcomes for patients, and reduce medical expense.

During this session, participants will:

- Learn how payers and other health care stakeholders have begun to connect differently through a high-tech, high-touch approach.
- Understand how value-based care arrangements are driving the changing roles, responsibilities, and relationships of all parties in the healthcare ecosystem.
- Learn how physicians are increasingly relying on data and analytics for their clinical decision making.
- Understand, through the use of case studies, how Humana is harnessing its vast data repository and analytics capabilities to support physicians and other clinicians as they care for patients both inside and outside the clinical setting.
- Understand how Humana is helping to convene community resources to address social

		determinants of health.			
		Confirmed: Derek Mylarz, Medical Director, Office of the Chief Medical Officer, Humana Inc.			
10-minute changeover period					
11:40am	<p>Cultural transformations in large enterprises: Changing organizational culture & leading organizational transformation towards the culture of innovation</p> <ul style="list-style-type: none"> How large companies can stand out and succeed employing a start-up mentality and culture internally? Organizational analysis for large corporations: is there a universal model? Understanding how to create an operational excellence culture from the Board to the front line <p>Confirmed: Tray Cockerell, Director & CEO Project Leaders, Office of CEO, Humana Inc.</p>	<p>TRACK G Lean Moderator: Zachary Surak, Partner, McKinsey</p> <p>Lean, ROI on Lean</p> <ul style="list-style-type: none"> Cost effectiveness and savings Financial focus: looking at P&L and building in the changes Accounting and lean accounting. The advantages of a lean solution vs. standard cost accounting methodology <p>Confirmed: Ted Inverson, Lean Expert, McKinsey & Company</p>	Reserved for Tom Sawyer Software	<p>Customer and culture match as a guarantee of positive customer experience and a key to strong successful strategy</p> <ul style="list-style-type: none"> Keeping customer in focus of any change, improvement or transformation Value proposition, customer centricity in the centre of importance How do you differentiate from the competition? <p>Leslie Smith, RMS Strategic Stakeholder Engagement, Lockheed Martin</p>	<p>Using local experiments to solve Enterprise level problems”</p> <p>Large, multi-site enterprises are challenged when trying to resolve complex enterprise level issues. Whatever solutions that have been identified need to make sense for each facility but be standard just enough for ease of implementation and maintainability. Too often the solution looks great on paper but when implemented, fails to resolve the root cause issues for either of the facility. However, by using small, local level experiments to vet possible solutions you can reap the following benefits:</p> <ul style="list-style-type: none"> Identify flaws in the potential solutions prior to a large scale implementation Allow to for true continuous improvement

- Prepare training material and test it; plus early adopters can help train future sites
- Multiple implementation strategies become viable
- Spread any cost for the solution across multiple fiscal quarters or even years
- Create buy in at both the front line and C-suite levels
- Trying small experiments, to resolve root causes, can be an effective way to solve complex problems.

Mustafa Abdulali,
Director of Lean
Transformation
NCH Healthcare System

10-minute changeover period

12:10pm

FEATURED KEYNOTE

The Bose Lean Enterprise Maturity Model - A Blueprint for Organization Behaviour Change

Bose Global Director - Lean Enterprise, Jeffrey Hastie, will share the story of their Lean Enterprise Maturity Model as an inflection point in the Lean Enterprise journey at Bose Corporation

- Where are we now? - understanding the current state
- Setting a multi-year target condition - a clear vision for the future
- The value is in the struggle - allow people to own it
- Strive for true behaviour change - not just a number
- Flexibility will accelerate the journey

- Encourage Autonomy

Jeffrey Hastie, Global Director - Lean Enterprise, **Bose Corporation**

12:40pm

FEATURED KEYNOTE

Lean and Six Sigma now. What are the tools of the future? The new ways to look at operational excellence. Evolution of the old Six Sigma and Lean mentality: the workforce is changing and professions change with them

Ricardo Estok, Principal Leader, Global Manufacturing, **Johnson Controls**
Winner of Global Manufacturing Excellence Award 2017

1:10pm

Lunch Break & Networking. Announcing of Poster Board Winners.

2:10pm

Break into summit streams:

TRACK F Culture	TRACK G Lean	TRACK H Strategy	TRACK I Customer Experience	TRACK E Operational Excellence
<p>Is Your Culture Working for You or Against You? Gaining a Competitive Advantage by Managing the 3 As in the Culture Lifecycle</p> <p>Marcus Nicolls, Senior Partner & Author, Partners in Leadership</p>	<p>Lean and Six Sigma now and what the tools of the future are? The new ways to look at operational excellence</p> <ul style="list-style-type: none"> • Lean driven innovation: what is going to happen and how? • Innovation impacting all departments within a company: how to handle it? • Lean in globalised world: streamlining procedures and making everything readily available to all • Rich Six sigma and lean from a multi-business, 	<p>Topic TBC Daniel M. Christensen, Principal Project Manager, Lean-Agile Transformation Program Manager/Sensei, HDD R&D Project Office, Western Digital</p>	<p>Going Beyond CRM via Commercial Strategy & Framework</p> <ul style="list-style-type: none"> • Enable Business Strategy and Develop a Platform for Customer Engagement • Working with Key Stakeholders to develop a Business Case and Roadmap • Framework for Measuring Transformation/Outcomes • Key Learnings 	<p>Case Study: Lessons learnt from the Deployment of Lean Management in Europe and Latin America (AXA EMEA LATAM)</p> <p>This presentation draws on the experience of deploying Lean Management in Spain, Italy, Portugal and Mexico, aiming to showcase how to</p> <ul style="list-style-type: none"> • Engage senior stakeholders – gaining and maintaining commitment throughout the program

	<p>multiregional point of view</p> <ul style="list-style-type: none"> Lean and Six Sigma tools applied to innovative markets <p>Iassen Deenitchen, Head of Global Process, ING</p>		<p>Naveen Kandasami, Global IT Executive Director Business Partnerships & CRM Strategy, Sealed Air</p>	<ul style="list-style-type: none"> Achieve autonomy in project execution – recruiting and developing local talents Retain Lean professionals – reward and recognition mechanisms (what proved effective) Leverage cultural change – deliver Efficiency and Quality of Service improvements through better proximity management and higher employee engagement Achieve lasting results – approach employed to ensure sustainability of benefits <p>Morphis Tsalikidis, Regional Operational Excellence and BT Executive Director, AXA</p>
<p>10-minute changeover period</p>				
<p>2:50pm</p> <p>Training and mentoring: how to ensure employees engagement in the transformation and true culture change?</p> <ul style="list-style-type: none"> Professional engagement, maintaining a vibrant relationship between departments and the business needs of the 	<p>Six Sigma deployment strategy and success stories</p> <p><i>This presentation describes the experiences, since 2014, of implementing and sustaining a Lean Daily Management System in a healthcare organization across 3 states, 10 hospitals, and 70 clinics. Approximately 400 units and</i></p>	<p>Setting out on a new OPEX project? How to keep clear scope, targets and goals</p> <ul style="list-style-type: none"> Overcoming the most common challenges of project selection: which way to go? Best practices and analytical tools of task prioritising. How to prioritise and 	<p>Customer Experience Excellence: Creating operational value with a strategic customer experience program</p> <ul style="list-style-type: none"> Designing and starting a customer experience transformation focused on operational touchpoints 	<p>CEO's and their Sausages</p> <p><i>CEO's love their sausages. They love the taste of the spices, the zestiness of the mustard, and the crispiness of the rolls. But the CEO doesn't want to see their sausage being made, and they definitely do not want to know what goes into them. As</i></p>

<p>company</p> <ul style="list-style-type: none"> • Employees engagement: daily management and processes • Recruitment: essential processes to recruit/train likeminded people • Establishing robust communication across all business lines eliminating stress and managing expectations • Ensuring long-term sustainability of each project: how to keep teams engaged, increase understanding and belief in the project and in the leadership <p>John King, Continuous Improvement Chief Engineer, Northrop Grumman</p>	<p><i>14,000 caregivers are engaged in daily clinical and operations readiness and improvement, along with daily escalation of barriers to leadership for resolution.</i></p> <p>In this session, Harold will describe:</p> <ul style="list-style-type: none"> • The motivation behind shifting from a Lean projects focus to a Lean management focus • The elements of the Peace Health Lean Daily Management System • The phased implementation, incorporating feedback and standards • Implementation and sustaining successes and failures • Incorporating quality initiatives like patient safety, clinical excellence • Incorporating operations initiatives like length of stay, clinic slot utilization <p>Confirmed: Harold Peters, System Director Performance Improvement, Peace Health</p>	<p>allocate tasks to people?</p> <ul style="list-style-type: none"> • The risks of choosing the less risky • Setting up your strategy and clear goals in the times of technology excess <p>Fabio Garaycochea, Head of BPE, Boehringer Ingelheim</p>	<ul style="list-style-type: none"> • Moving from touchpoints to journeys • Diagnosing and linking the customer experience to operational enhancements • The psychology of customer experience <p>Lawrence Cowan, Partner, Cicero Group</p>	<p><i>business transformation and operational excellence professionals, we need to learn to love the CEO's sausage as they do, from their perspective, if we are ever to gain the support we need and to evolve from being cost-cutters to value-creators – to convert our standing and value from tactical to strategic. In this session, you will learn;</i></p> <ul style="list-style-type: none"> • The Operational Excellence Maturity Model • The importance of knowing the corporate vision • How to effectively communicate with the C-Suite • How to properly align and prioritize your efforts • How to gain and retain the commitment necessary to succeed <p>Joseph Paris Jr, Chairman, Xonitek Group of Companies</p>
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3:20pm

Coffee Break & Networking

Roundtables on Key Pressing Issues & Future Trends: Choose 3 of the 50 Roundtable Discussions – Moderator raises in 5 minutes a key pressing issue, the discussion is turned over to table for 15 minutes of questions, after which all participants switch tables. Pick the table with the Pressing Issues or Future Trend most aligned to you!

4:20pm

<p>Transforming Culture to see Business Results</p> <p><i>Follow how a 166-year old Insurance Company transformed the way that we think about culture and leadership to see how our journey resulted in significant improvements for our customers, our employees, and our bottom line</i></p> <ul style="list-style-type: none"> • Why implementing a lean business system is doomed to failure • Driving to the heart of the problem and understanding a potential fix • How our journey was transformed by the Shingo Model and dimensions • Examples of failure and success and what can be learned from each of them • Connecting the leadership and culture 	<p>Lean Six Sigma Deployment Strategy and Success Stories</p> <p><i>Lean transformation: how to move the whole organisation towards a culture of daily problem solving</i></p> <p>Namita Azad, Transformation Manager, Montifiore Medical Group</p>	<p>Sustaining Continuous Improvement at a Fortune 10 Company</p> <p><i>Continuous improvement initiatives are often launched with a lot of excitement & enthusiasm but they fizzle over time. How can a company build & sustain a culture of continuous improvement? At a large multinational, GM innovative methods & proven solutions to build on the culture of improvement to drive breakthrough sustained results. The team recognized the “antibodies” to change and developed strategies to overcome. The team integrated various continuous improvement techniques such as Lean, Six Sigma, Design for Six Sigma, Shainin Red X to accelerate and integrate continuous improvement in all functions globally - including finance, marketing, sales, engineering and manufacturing.</i></p> <p>Michael Hardie, Director</p>	<p>Customer Engagement: Key Approaches to Securing and Quantifying the voice of the customer</p> <p><i>THE REQUIREDT tool for capturing and incorporating the voice of the customer to successfully evolve a business forward amid an incessantly changing business landscape</i></p> <p>Dwight Harris Jr., VP Lean Transformation, Dun and Bradstreet</p>	<p>Growth mode companies: when to make operational excellence a key initiative?</p> <ul style="list-style-type: none"> • How to secure management buy in to the need for OPEX during growth cycles? • How to demonstrate process excellence value to a purely financially driven leadership team? • How to promote the long-term investment? <p>How to demonstrate value in a new program</p> <p>Jeff Robinson, Regional Managing Consultant, Kepner-Tregoe</p>
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	<p>journey to business results</p> <p>Tim Plankey, AVP, Head of MMUS CI, Mass Mutual</p>	<p>Operational Excellence, General Motors</p>		
4:50pm	Panel Session with Tracks Speakers			
5:30pm	<p>KEYNOTE</p> <p>AGILE and its benefits for Business Operations and Data operations: what it achieves for both front and back offices</p> <p>Confirmed: Mishu Rahman, Senior Portfolio Director, Innovation & Digital Programmes, White House Office of Management & Budget, Office of the United States President</p>			
6:00pm	<p>Chairperson's Conclusion</p> <p>Peter Evans, LCI Director Corporate Business Service, LEGO</p>			
6:10pm	End of the main conference			
8:00pm	Option to Join Organized Dinners: Organized Dinners - Around Conference Themes & Topic			

Day 4 – Post-Summit Workshop & Site Tour Friday March 16, 2018

9:00am	Morning Registration, Breakfast & Networking		
9:45am	Workshop Q	Workshop R	Workshop S
	<p>Augmented reality: practical application</p> <ul style="list-style-type: none"> Where augmented reality is applied? Which problem does it solve? What are the benefits of using new tools for you and your company? <p>Confirmed: Amish Chadha, Director Operational Excellence, SNC-Lavalin</p>	<p>Benchmarking the stage of automation your company is on against your peers and the final goal</p> <ul style="list-style-type: none"> The journey from "pockets of automation" to the fully automated system 	<p>Creating a digital process business mind: break the process for yourself and select the technology that works for your organization</p> <ul style="list-style-type: none"> Navigating through modern analytical tools and technologies
11:15am	Morning Coffee Break & Networking		
11:30am	Workshop T	Workshop U	Workshop V
	<p>Best practices of applying Robotic Process Automation (RPA): RPA implementation case study</p> <ul style="list-style-type: none"> Guidelines to effective Robotic Process Automation Utilising machine learning techniques and combining them with tools and processes already existing within process management 	<p>Technology selection: how to identify the must have technology not "any technology"?</p> <ul style="list-style-type: none"> How to implement it in a way that it gives you benefits? How to make it work for you? <p>Cognitive and augmentative technologies</p>	<p>Lean Accounting</p> <ul style="list-style-type: none"> How to use it? How to benefit from the ability to forecast demand and capacity? Was the predicted received? How to develop it? Investigating the true effect of lean accounting on traditional accounting
	Lunch & Networking & Special Guest Keynote		
1:00pm	<h2>12 Great Leader Strategies & The Customer Rules</h2> <p>Lee Cockerell, former Executive Vice President Operations, Walt Disney World® Resort, is well known as Disney's top trainer at the world-renowned Disney Institute.</p> <p>Lee developed the 12 Great Leader Strategies while at Walt Disney World® that transformed Disney's leadership strategy and ensured that the 7000</p>		

leaders at Disney knew how to deliver employee excellence, which in turn delivered service excellence, exceptional customer loyalty, and strong business results.

Lee will be sharing the Great Leader Strategies and what is unique is this course is not taught by a facilitator, everyone one will be **taught by Lee himself**.

“In Creating Magic, Lee Cockerell delivers his ideas about leadership in a common sense way that can really reach people and help them improve their effectiveness at work, at home and in their communities. His valuable leadership strategies and remarkable Disney stories will ring true for everyone who reads his book.”

Ken Blanchard, Co-author of The One Minute Manager® and Leading at a Higher Level

Elegant in its simplicity and practicality, Lee has distilled many powerful leadership strategies into the lessons many of us learned as children. They are no less relevant to our working lives. At its core, Creating Magic is a collection of stories that reminds us to demonstrate care and respect for every member of the team and to focus our efforts not on ourselves but on the people we lead.

George Bodenheimer, President, ESPN, Inc and ABC Sports



Lee Cockerell

Former EVP of Operations for Walt Disney World®. One of the public faces of the world-renowned Disney Institute,

Site-visit Tour NAME

Includes park ticket to enjoy the Magic Kingdom at your leisure after the tour)

Private & Bespoke Business Tour by Top Disney Executive of Walt Disney World Magic Kingdom

2:30pm

The Walt Disney World® Resort

The Walt Disney World® Resort Business Private & Bespoke Behind The Magic Tour (Includes park ticket to enjoy the Magic Kingdom at your leisure after the tour)

This is a special private & bespoke presentation & tour that is exclusive to BTOES18.

We are proud to announce you will receive a bespoke presentation from the **current GM of the Magic Kingdom**, focussed on the key themes of BTOES18, followed up Q&A. This will be followed by the tour. This is very different to the Disney Institute tour. This has been privately arranged by BTOES18 and is being led by current executives of Walt Disney World, inc the current serving GM.

The tour is your opportunity to engage with experienced Disney executives taking you behind the scenes to explore firsthand how Disney business insights and time-tested methodologies are operationalized to deliver, innovative, employee engagement & great customer experience.

Experience the backstage areas, see how the Walt Disney World® Resort creates an engaging and supportive environment for the Cast Members, understanding it's great leadership strategies. (Featuring the core competency of Employee Engagement).

Take a stroll through this turn-of-the-century walkway inside the Magic Kingdom® Theme Park to better understand how we strive to exceed the expectations of our Guests (Featuring the delivery concepts of exceptional service).

Journey beneath the Magic Kingdom® Theme Park to visit support systems designed to improve the experiences of Cast Members and Guests alike. Discover how we use simple tools to engage and empower Cast Members to create lasting customer relationships that drive repeat business and customer loyalty (Featuring the core competencies of Employee Engagement and Service).

This is business focused tour price includes roundtrip transportation from the Wyndham Orlando International Drive and a park ticket to enjoy the Magic Kingdom at your leisure after the tour.

Core competencies of Cultural Transformation, Leadership, Innovation, Employee Engagement, and Customer Experience will be covered.