

# BTOES18

PLEASE NOTE: THIS IS PDF CAN BE 1-2 DAYS OUT OF DATE, AND THE AGENDA ITEMS MAY HAVE CHANGED – SEE WEBSITE VERSION OR EVENT APP FOR UP TO DATE INFO

	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 Demonstration					TRACK F Culture	TRACK I Lean	TRACK G Strategy	TRACK H Customer experience	TRACK E Operational Excellence	Keynote
		Keynotes										
PM	Workshops	TRACK A Innovation	TRACK B Digital Transformation	TRACK C Leadership	TRACK D Business Transformation	TRACK E Operational Excellence	Keynote & Keynote Panels					Site-visit
						TRACK F Culture	TRACK I Lean	TRACK G Strategy	TRACK H Customer experience	TRACK F Operational Excellence		
	Workshops	30 Minute Roundtables on Key Pressing Issues & Future Trends					30 Minute Panel Session in each track					
	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										

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

7:30am  
to  
08.00am  
  
8:00am  
to  
5.00pm

### Registration and Breakfast

## 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.

## DAY 1, Pre-Summit Workshop Day & Keynotes: Tuesday, March 13th, 2018

1 ½ Hour Practical Hands-On Skill Development Workshops

7:30am	<b>Registration, Breakfast &amp; Networking</b>			
	<b>WORKSHOP A</b> <b>DIGITAL TRANSFORMATION</b>	<b>WORKSHOP B</b> <b>CULTURAL TRANSFORMATION</b>	<b>WORKSHOP C</b> <b>OPERATIONAL EXCELLENCE</b>	<b>WORKSHOP D</b> <b>INNOVATION</b>
8:30am	<p><b>Conquer the Eight Imperatives to Digital Transformation: Assess your Digital Genome and Define your Roadmap for Digital Success</b></p> <p><i>We've all witnessed the dizzying speed at which digital enablers and technologies disrupt entire industries – and we're also aware of our need to transform digitally. While some companies start as pure digital entities and others are on the path of executing digital strategies, many more companies struggle to get going. To get off to a successful start, you must look deeply within your organization and evaluate what is required to make this happen. In this thought-provoking, interactive workshop, Hitachi Consulting introduces a framework designed to help you map your organization's Digital Genome.</i></p> <p><i>The Hitachi Digital Genome Assessment is a holistic framework designed to evaluate your company against eight strategic digital imperatives across vision, people, processes and enablers that are critical to a successful digital transformation.</i></p>	<p><b>Overcoming communication issues and generational gaps while working on increasingly complex project</b></p> <ul style="list-style-type: none"> <li>• Navigating communication improvement tools, focusing on process mapping</li> <li>• Analysing benefits of following step by step mapping of tasks allocation, sharing and implementation</li> <li>• Tools and technics allowing to see through departments and teams</li> <li>• How to increase accountability?</li> </ul> <p><b>Sherryl Schown</b>, ePMO Governance &amp; Process Lead, <b>Envision Healthcare</b></p>	<p><b>Transforming Office Processes with Proven Operational Excellence Principles</b></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>	<p><b>How the Best Outperform the Rest - Strategy Execution Secrets of the World's Best Performing Organizations</b></p> <ul style="list-style-type: none"> <li>• Why, and specifically how, do the best performing organizations outperform the rest?</li> <li>• What are the 7 best practices that are common to these high performing organizations?</li> <li>• What are the pitfalls to avoid in implementing a strategy execution system?</li> <li>• What resources are available to support your journey?</li> <li>• What are the next steps?</li> </ul> <p><b>Paul Docherty</b>, Founder &amp; Executive Director, <b>i-Nexus</b></p>

- STRATEGY | Lead the Digital Evolution
- CUSTOMER ENGAGEMENT | Enhance the Customer Journey
- ORGANIZATION EFFECTIVENESS | Raise Digital Competency
- INNOVATION | Move Quickly from Idea to Impact
- OPERATIONS | Increase Operational Excellence
- ENTERPRISE | Improve Service Delivery
- TECHNOLOGY | Leverage Disruptive Technologies
- ANALYTICS | Fuel Transformation With Data-Driven Insight

Within each digital imperative, Hitachi analyzes your company's digital DNA based on Hitachi's transformation perspectives and experience in operational and information technologies. Based on this analysis, we'll co-develop a Digital Transformation Roadmap that "sequences" how your company can solidify your digital strategy – and get moving

**Confirmed Hitachi Consulting Speakers:**

**Stephen Engel**, *Senior Vice President, Strategic Solutions Leader Americas*

**Alex Prejean**, *Senior Director Solutions & Innovation*

**Steve Vandehey**, *VP Solutions & Innovation/Americas*

**Bill Warren**, *Director Business Development*

**Don Lanham**, *Director Business Development*

**Hitachi Consulting**

- 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	<b>Morning Coffee Break &amp; Networking</b>			
	<b>WORKSHOP E BUSINESS TRANSFORMATION</b>	<b>WORKSHOP F OPERATIONAL EXCELLENCE</b>	<b>WORKSHOP G LEAN</b>	<b>WORKSHOP H INNOVATION</b>
10:30am	<p><b>Designing Your Organization for Differentiation – An Agile Approach to Organization Transformation</b>  <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"> <li>Learn a practical framework for aligning an organizations’ strategy, work, structure, metrics, talent and culture</li> <li>Apply Agile design principles to organization transformation efforts</li> <li>Discuss cross-industry applications and take-aways</li> </ul> <p><b>Confirmed: Reed Deshler</b>, Principal &amp; <b>Doug von Feldt</b>, Senior Consultant, <b>AlignOrg Solutions</b></p>	<p><b>Approaches to advancing along maturity model (for different levels of CI maturity)</b></p> <ul style="list-style-type: none"> <li>How to measure organizational maturity and assess the level your company is on?</li> <li>Understand how change can be brought in an organization</li> <li>Practical steps and approaches to progressing to the next level (for each level)</li> </ul> <p><b>Brett Addis</b>, Global VP HR Strategy &amp; Transformation, <b>SAP</b></p>	<p><b>Six sigma and lean basics - traditional holistic approach</b></p> <ul style="list-style-type: none"> <li>Six Sigma and lean competencies to improve productivity and efficiency</li> <li>Lean daily management: the cost reduction or the growth opportunity?</li> </ul> <p><b>Confirmed: Tomos Peters</b>, Global Head of Continuous Improvement, <b>Smiths Detection</b></p>	<p><b>Kepner-Tregoe Troubleshooting Simulation Workshop</b></p> <p>This 90 minute work session simulation will provide you with the opportunity to experience the challenges of problem solving in an Industry 4.0 context. You will experience the challenges of collaborative, complicated troubleshooting in our “KT Troubleshooting Simulation” – which features the technical challenges of today’s operational environment in a realistic, safe-to-fail and digital environment using robotics</p> <p><b>Confirmed: Ryan Thornton</b>, Senior Consultant, <b>Kepner-Tregoe Inc.</b></p>
12:00noon	<b>Lunch Break &amp; Networking</b>			
	<b>WORKSHOP I BUSINESS TRANSFORMATION</b>	<b>WORKSHOP J CULTURE</b>	<b>WORKSHOP K LEAN</b>	<b>WORKSHOP L INNOVATION</b>

1:00pm

## The Vice & Virtue of Visual Management in the Digital Era

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:

- 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.

**Confirmed: Tim McCracken**, Director of Business Development, **KapIT**  
**Daniel M. Christinsen**, Principal Project Manager, Lean-Agile Transformation Program Manager/Sensei, **Western Digital**

## OPEX education, training and development - recruiting and coaching leaders of the future

- 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

**Joel Ehle**, CSO, **Rob Stewart**, CEO & **Ruth Sorrells**, Chief Revenue Officer, **OpusWorks**

## LEAN and OPEX Progression State of Readiness

*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.*

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.

**Joseph Paris Jr**, Chairman, **Xonitek Group of Companies**

## A simple way to avoid flying blind with your transformations and operations using A.I.

Description: As you transform and operate in the digital world, how do you know what's happening? What are your customers experiencing? Typically, companies are unaware and flying blind. In this interactive workshop, we will show a simple and eye-opening solution powered by A.I.

- See how typical companies manage their digital business and customer experience and why this does not work.
- Learn how to:
  - o Achieve crystal clear visibility with a new, simple approach
  - o Get your business, app-dev, and operations teams on the same page
  - o Increase your speed of innovation
  - o Improve your customer experience
  - o Obtain operation excellence with automation

**Confirmed: Klaus Enzenhofer**, Director Technology Strategy & **Ryan Covell**, Senior Sales Director, **Dynatrace**

<b>2:30pm</b>	<b>Afternoon Coffee &amp; Networking</b>			
	<b>WORKSHOP M DIGITAL TRANSFORMATION</b>	<b>WORKSHOP N CULTURE</b>	<b>WORKSHOP O INNOVATION</b>	
<b>3:00pm</b>	<p><b>Cognitive, Artificial Intelligence based operational excellence</b></p> <ul style="list-style-type: none"> <li>Discuss the ways in which automation can enable and even drive business transformation</li> <li>Analyze the automation maturity spectrum: where do most organizations start? What does today's leading edge look like?</li> <li>Explore challenges and risks - and how to mitigate them - associated with embedding robotic automation and AI in business operations</li> </ul> <p>Participants will come away with good understanding of the automation technologies available to optimize business transformation, and how they might take the first (or next) step on their automation journey.</p> <p><b>Tim Lynch</b>, Sales Manager &amp; <b>Sean Tinney</b>, CTO Intelligent Automation Innovation Center, <b>IBM</b></p>	<p><b>Make it Stick! Proven best practices to create lasting improvement in your organization</b></p> <ul style="list-style-type: none"> <li>Harness the best thinking of your teams</li> <li>Build lasting, internal employee capacity to proactively solve problems</li> <li>Create a culture of continuous innovation and improvement</li> <li>Maintain momentum through the right measurements and rewards</li> </ul> <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><b>Randy Shumway</b>, Chairman &amp; Partner, <b>Cicero Group</b></p>	<p><b>Living in innovation times - how to allow the whole company to be innovative?</b></p> <ul style="list-style-type: none"> <li>How to handle innovative ideas?</li> <li>How to have time for them?</li> <li>How to harness ideas from employees?</li> <li>How to pilot them and determine which ones to develop into products?</li> <li>What procedures should be in place to facilitate innovation?</li> </ul> <p><b>Shirley Whitfield</b>, Director Global Market Planning &amp; Launch Excellence, <b>Astra Zeneca</b></p>	<p><b>Strategy Optimization, Commercial Effectiveness &amp; Pricing Excellence</b></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"> <li>Move your Organization towards a pragmatic &amp; effective Roadmap to outperform your Competition</li> <li>Measuring the Profitability and the Return on Investment of your initiatives</li> <li>Defining a Change Management Approach for engaging across silos &amp; slams</li> <li>Understand how and what kind of Systems Solutions to consider</li> <li>Review of real business cases across different industries</li> </ul>



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

16:45

## 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**

7:30-9pm

Welcome Reception

## DAY 2, Main Summit, Wednesday, March 14th, 2018

7:00am	<b>Registration, Breakfast &amp; Networking. Time to view the carefully selected Poster Presentations</b>
7:45am	BTOES Opening Remarks
7:50am	<b>Chairperson's Welcome &amp; Introduction to Keynote</b> <i>Peter Evans</i> , LCI Director Corporate Business Service, LEGO
8:00am	<b>FEATURED KEYNOTE</b> <b>Achieving Performance Excellence Through a Holistic Systems Perspective.</b> <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> <ul style="list-style-type: none"> <li>• A Focus on Core Values and Concepts</li> <li>• A Focus on Processes</li> <li>• A Focus on Results</li> <li>• A Focus on Linkages</li> <li>• A Focus on Improvement</li> </ul> <b>Confirmed: Al Faber, President, Malcolm Baldrige Award</b>
8:15am	<b>Keynote</b> <b>Lean Driven Innovation</b> <ul style="list-style-type: none"> <li>• Why do companies have to innovate to compete and grow?</li> <li>• How companies make innovation successful and generate sustained income from new products and services</li> <li>• How lean/OpEx can be leveraged in a successful innovation culture</li> <li>• How to engage associates and leaders in a transformation and sustain lasting change</li> <li>• How to lead a successful transformation in a major corporation</li> </ul> <b>Confirmed: Jean-Claude Kihn, President, Goodyear EMEA &amp; Norbert Majerus, Lean Champion &amp; Book Author</b>
8:45am	<b>Keynote</b> <b>Business improvement - continuous improvement, never be complacent: how to stay ahead?</b> <ul style="list-style-type: none"> <li>• Business transformation - assessing where to go and how to get there</li> <li>• The view on organizational transformation and change management in a context of continuous progression, progression beyond each</li> </ul>

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**

9:15am

**Coffee Break and Networking in the Exhibit Hall**

9:15am

**Book Signing by Robert Hutcherson**

9:45am

**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.



10:45am

**Keynote**

**Need for "Speed": Building a Global Culture of Innovation**

*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.*

*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.*

*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**

**11:30pm 45 Minute Panel Session with Keynote Speakers**

**12.15pm Sit Down Full Service Plated Lunch & Networking. Meet the Speaker at your Lunch Table.**

**1:15pm 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**

<b>TRACK A</b> <b>Innovation</b>  <b>Moderator: Peter Evans,</b> <b>LCI Director Corporate</b> <b>Business Service, LEGO</b>	<b>TRACK B</b> <b>Digital transformation.</b> <b>New Technologies and</b> <b>Automation</b>  <b>Moderator: Regional</b> <b>Head of Automation</b> <b>Strategy and</b> <b>Transformation</b> <b>Consulting, Wipro</b> <b>Limited</b>	<b>TRACK C</b> <b>Leadership</b>  <b>Moderator: Randy</b> <b>Shumway, Chairman &amp;</b> <b>Partner, Cicero Group</b>	<b>TRACK D</b> <b>Business Transformation</b>  <b>Moderator: Reed</b> <b>Deshler, Principal,</b> <b>AlignOrg Solutions</b>	<b>TRACK E</b> <b>Operational Excellence</b>  <b>Moderator: Norbert</b> <b>Majerus, Lean Champion &amp;</b> <b>Book Author</b>
<b>Bringing innovation, improvement &amp; ideas to life</b> 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"> <li>• "Innovation Hive" – a virtual ideas portal</li> </ul>	<b>Digital Transformation and Operational Excellence</b>  <i>Focus on what really matters, Improve the right way and Sustain the outcomes</i>  <b>Dr Mathias Kirchmer,</b>	<b>Inspiration and leadership from within: the effective steps of securing management buy in</b> <ul style="list-style-type: none"> <li>• How to make the board to hear and gain they support?</li> <li>• How to reach proper bottom up and top down</li> </ul>	<b>Transforming Outcomes by Transforming Your Thinking</b> <ul style="list-style-type: none"> <li>• Think like a change agent</li> <li>• Recognize and overcome barriers</li> <li>• Create unity through common purpose</li> <li>• Embrace principles</li> </ul>	<b>Synergies between BPM, OPEX and Management Systems</b> <ul style="list-style-type: none"> <li>• Digital Process Management: traditional Operational excellence with new digital components</li> <li>• Integrity of tools and systems: meeting demands</li> </ul>

<ul style="list-style-type: none"> <li>• Collaborative Continuous Improvement Network;</li> <li>• Sharing of success through story-telling; and</li> <li>• Crowdsourcing with “Innovation Challenges”.</li> </ul> <p>This case-study shares what has worked well and what hasn’t.</p> <p>Key takeaways:</p> <ul style="list-style-type: none"> <li>• How to engage Leadership and middle management</li> <li>• How to build momentum and nurture innovators and early adopters</li> <li>• How to shine a light on Innovation &amp; Improvement</li> <li>• How to capturing ideas and act on them</li> <li>• How to overcome constraints and barriers</li> </ul> <p><b>Michael Wilson,</b> Head of Business Assurance &amp; Improvement, <b>BAE Systems Australia</b></p>	<p>Managing Director, Co-CEO, <b>BPM-D</b></p>	<p>engagement?</p> <ul style="list-style-type: none"> <li>• Leadership view: riding the change coming from within, creating clear, well communicated and sustainable performance plan</li> <li>• Real life examples of changes being developed from the middle up to the board</li> </ul> <p><b>Phil McIntyre,</b> Managing Director Performance Solutions &amp; <b>Jordan Workman,</b> Director of NA &amp; EMEA Client Development, <b>Milliken</b></p>	<p>over methodology</p> <ul style="list-style-type: none"> <li>• Measure the true impact</li> <li>• Create an ambitious but flexible project roadmap</li> </ul> <p><b>Dr Trent Kaufman,</b> CEO, <b>Cicero Group</b></p>	<p>of diversified businesses adopting systems across different locations</p> <ul style="list-style-type: none"> <li>• Do traditional process improvement methods still work?</li> <li>• Individualization and cost: understanding Digital processes implementation and what they mean for you and your organisation</li> </ul> <p><b>Confirmed:</b> Samantha Bureau-Johnson, VP BPE &amp; PMO, <b>Blue Cross Blue Shield for North</b></p>
<p><b>5-minute changeover period</b></p>				
<p><b>Innovation at different levels of maturity. How to bring the innovation mentality into the company?</b></p> <ul style="list-style-type: none"> <li>• How to identify innovation potential in projects?</li> <li>• How to open up and be people that are innovative?</li> </ul>	<p><b>Digital Transformation – Six Steps to Success</b></p> <p>Digital transformation – driving operational improvements in your physical value stream using connected data from your digital value stream – is delivering unprecedented</p>	<p><b>From Strategy into Action: What a Leader Should Know about Aligning Initiatives with Key Strategic Objectives Across the Organization</b></p> <ul style="list-style-type: none"> <li>• Strategy – setting the</li> </ul>	<p><b>Applying OE Principles To Personal Goals (and uncovering the secret to OE sustainment along the way)”</b></p> <p>Here are the key points that will be outlined and discussed</p>	<p><b>Fast-track Business Performance: The Step-by-Step Process and Real World Application of OpEx</b></p> <p>In this session, Kevin Duggan will introduce and define Operational Excellence, explain how it differs</p>

1:50pm

<ul style="list-style-type: none"> <li>• How management can nurture innovation?</li> <li>• How to capture and nourish innovative ideas?</li> </ul> <p>Confirmed: <b>Kaare Michelson</b>, Director APQP, <b>Bombardier</b></p>	<p>value across industries to those with a clear roadmap. In fact, a recent Harvard Business School report shows that companies that embrace digital transformation attain significantly better gross margins, earnings and net income than those that don't. What's more, those digital leaders are not spending much more on IT than laggards because the big investments have already been made. The challenge is knowing how to connect the data from the digital value stream to drive continuous improvement with real-time metrics and predictive analytics. No matter where you are on the journey of digital transformation – these six steps can help you connect your systems to drive new levels of productivity, profitability and value across your business.</p> <ul style="list-style-type: none"> <li>• Learn how to connect your physical and digital value streams to create near real-time operating systems.</li> <li>• Identify areas of variation across the physical value stream that can be supported by better data</li> </ul>	<p>direction</p> <ul style="list-style-type: none"> <li>• Translating and executing strategy through KPI's and Initiatives</li> <li>• Ensuring alignment with cascading and communication</li> <li>• Examples of best practices from leading organizations globally</li> <li>• Enabling execution and alignment with technology</li> </ul> <p>Summary paragraph of delegate take away:</p> <p>As CEO of a global software company, Tor Inge Vasshus has the unique opportunity to see strategy execution from two different viewpoints: (1) from his role as entrepreneurial executive creating an agile strategy and leading his company in its execution, and (2) from the trenches (e.g., the devil is in the details) as hundreds of organizations have used his company's software platform to enable the translation, alignment, and execution of their own strategies. 18 years ago, Tor Inge founded his software company with a</p>	<p>(with examples):</p> <ul style="list-style-type: none"> <li>• OE principles can be applied to ANYTHING – even personal goals</li> <li>• Making it personal creates the incentive to try (WIIFM)</li> <li>• Practice &amp; repetition improves OE competencies</li> <li>• Improved OE competencies drive successful outcomes</li> <li>• Successful outcomes create positive reinforcement</li> <li>• Positive reinforcement embeds OE principles into everyday thinking (see bullet #1)</li> </ul> <p><b>Joseph Vacca</b>, Head of Operational Excellence, <b>CIGNA HealthSpring</b></p>	<p>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 of companies who have experienced remarkable results by achieving it.</p> <p>Attendees will learn:</p> <ul style="list-style-type: none"> <li>• The difference between traditional lean tools and Operational Excellence</li> <li>• Eight principles to achieve Operational Excellence</li> <li>• The importance of self-healing flow in freeing management to focus on business growth</li> <li>• Success global organizations have realized by achieving Operational Excellence</li> </ul> <p><b>Kevin Duggan</b>, Founder, <b>Institute for Operational Excellence</b></p>
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	<p>and real-time analytics.</p> <ul style="list-style-type: none"> <li>Gain knowledge through strategic partnerships with digital leaders to accelerate your journey to unlocking more organizational value</li> </ul> <p><b>Confirmed: Stephen Engel,</b> Senior Vice President, Strategic Solutions Leader Americas, <b>Hitachi Consulting</b></p> <p><b>Steve Vandehay, Senior VP</b> <i>Solutions &amp; Innovation/Americas,</i> <b>Hitachi Consulting</b></p>	<p>passion to help organizations improve performance and his presentation draws upon examples of best practices that he has seen from companies around the world and from his own experience (and lessons-learned) as CEO.</p> <p><b>Confirmed: Tor Inge Vasshus, CEO, Corporater</b></p>		
<p><b>5-minute changeover period</b></p>				
<p><b>Bringing various Technologies together to deliver accelerated e2e Innovation/Change</b></p> <p><i>Peter Evans, Director of LCI, LEGO</i></p>	<p><b>Digital transformation and OPEX: business transformation merging with new technologies</b></p> <ul style="list-style-type: none"> <li>Understand why analysts and experts are highlighting automation as a key component of today's transformation agenda</li> <li>Discuss the ways in which automation can enable and even drive</li> </ul>	<p><b>Changing Leadership Mindset and Adopting Lean Behaviour at Senior Level</b></p> <ul style="list-style-type: none"> <li>Understanding and incorporating improvement work methods and habits and leading the change throughout organisation</li> <li>How to overcome the fear of failure?</li> <li>How to balance</li> </ul>	<p><b>Examples of tailored applications of industry standard approaches to transform businesses for more effective organic growth</b></p> <ul style="list-style-type: none"> <li>Finding ways to influence effective business transformation with few resources</li> <li>Cost-cutting, keeping transformation on target especially on large, multi-layered, geographically</li> </ul>	<p><b>Innovation driven operational excellence: the pros and cons of transforming ongoing business operation</b></p> <ul style="list-style-type: none"> <li>Futuristic OPEX Programs</li> <li>How to use old systems with new ideas and processes?</li> <li>How OPEX is utilized to create top line growth with a holistic view from strategy to execution and implementation of RPA and</li> </ul>

2:25pm

	<p>business transformation</p> <ul style="list-style-type: none"> <li>Analyze the automation maturity spectrum: where do most organizations start? What does today's leading edge look like?</li> <li>Explore the implications of the new hybrid human/digital workforce.</li> </ul> <p>Attendees will leave with a better understanding of the ways in which automation can accelerate their business transformation agenda</p> <p><b>Elli Hurst</b>, VP GBS Global Automation, <b>IBM</b></p>	<p>urgency and importance?</p> <ul style="list-style-type: none"> <li>Coaching leadership on change and organically spreading it to the company</li> </ul> <p><b>Elaine Richardson</b>, Senior Advisor in Corporate Strategy, <b>EDC</b></p>	<p>complicated projects</p> <ul style="list-style-type: none"> <li>How to recognize when the transformation is not working and what countermeasures to put into play?</li> </ul> <p><b>Erik Wenke</b>, Corporate Vice President, Enterprise Transformation at <b>Baptist Health South Florida</b></p>	<p>CI</p> <ul style="list-style-type: none"> <li>Integration of units and global operations</li> </ul> <p><b>Anish Sharan</b>, Director PPI &amp; <b>Aaron Washburn</b>, Senior Director, BPI Group, <b>CME Group</b></p>
2:55pm	<b>Coffee Break &amp; Networking</b>			
2:55pm	<b>Book Signing with Kevin Duggan</b>			
2:55pm	<b>Book Signing with Joseph F. Paris Jnr</b>			
3:25pm	<b>5-minute changeover period</b>			
3:30-4:00pm	<p><b>Roundtables on Key Pressing Issues &amp; Future Trends</b></p> <p><i>Choose 1 of the 28 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!</i></p>			



4:00pm

5-minute changeover period

4:05pm

**Adopting and deploying start-up mentality**

- 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

**Jeff Porada**, Global Director of Lean Six Sigma, **Jabil**

**Transform the organization to a customer centric one with innovative data analytics**

- 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
- Both online and offline data together would paint a solid picture of customer experience journey

**Cortilia Lin**, Director Brand Insights – Global Brand Strategy, **Phillips**

**Best practices of merging business strategy and business transformation: how to move to the next level of evolution?**

- 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 organization through collaboration of all teams

**Dr Cindy Young**, Program Manager, Fleet and TYCOM Enterprise Support, **McKean Defense**

**New way of doing business transformation and process improvements: moving away from Lean and Six Sigma and going towards new way of forward thinking**

- 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 practices within whole company
- Scaling transformation on a global basis to a new organizational structure and balancing efficiency with empowerment and distributed decision making

**Daniel Abrantes**, Global Change Management, **IKEA**

**How to rebound an organization from a failed OPEX launch?**

- Behavioural OPEX science. How can you succeed?
- Failed OPEX story: analysing how and why?
- OPEX top-down: current challenges, roadmap, fears

**Kelly Moore**, Opex Lead, **Syngenta**

4:35pm

5-minute changeover period

4:40pm

<p><b>TRACK F CULTURE</b></p>	<p><b>New technologies and best tools to use</b></p> <ul style="list-style-type: none"> <li>• How to choose a technology that will bring real long term value to your organisation?</li> <li>• Latest software developments in automation, IoT and augmented reality</li> <li>• What are the latest trends in applications, where are they heading to?</li> <li>• The process of transforming a new technology and balancing it by simplifying and tailoring it to your own specifications</li> <li>• How to manage Technologies?</li> </ul>	<p><b>People Analytics: A Game-Changer for Improving Organizational Performance?</b></p> <ul style="list-style-type: none"> <li>• Understand the impact of mega change trends on the 'human system' in your organization</li> <li>• Explore why thinking in terms of 'propensities' is more useful than focusing on 'behaviours'</li> <li>• See what 'predictive' people analytics can tell you about systemic performance challenges</li> <li>• Learn how to increase job success, team performance, and strategy implementation</li> <li>• Know what to look for when purchasing a people analytic to improve business outcomes</li> </ul> <p><b>Germaine Watts</b>, Partner &amp; CEO, IntelOrgSys</p>	<p><b>Organizational Optimization: The Holistic Business Transformation Design</b></p> <p><i>Transform your organization to a future state of optimization</i></p> <ul style="list-style-type: none"> <li>• Organizational Transformation Success Factors</li> <li>• Organizational Optimization</li> <li>• Organizational Change Leadership</li> <li>• Transformation to Optimization</li> </ul> <p><b>Confirmed: Robert Hutcherson</b>, CEO, Founder &amp; <b>Lee Winters, Sr.</b> Director of Strategy Optimization, <b>Optimize Consulting, Inc.</b></p>	<p><b>Improve Continuous Improvement Program Results with a Data-Driven Methodology</b></p> <p>How can you identify opportunities to improve your Continuous Improvement (CI) efforts?</p> <p>Hear from Randy Clark, PowerSteering's Director of Six Sigma, a Black-belt trained member of the American Society of Quality, and a three-year examiner for the Malcolm Baldrige National Quality Award, he will demonstrate how to obtain and utilize your CI project and portfolio data to drive improved program ROI.</p> <p>Join this session to learn more about the approaches and tools to help you systemically remove waste and enhance the performance of your CI efforts:</p> <ul style="list-style-type: none"> <li>• Apply CI techniques to your CI efforts</li> <li>• Gather and analyze project and program data</li> <li>• Utilize best practices</li> </ul>
<p><b>Creating a culture of quality and performance excellence: keeping the workforce engaged while promoting progressive change</b></p> <ul style="list-style-type: none"> <li>• How business transformation is a driver of quality and performance</li> <li>• Why business transformation requires a cultural shift</li> <li>• How learning is essential in driving cultural cohesion</li> <li>• How to maintain a culture of quality and performance excellence for the long-term</li> </ul> <p><b>Tejas Vashi</b>, Senior Director – Product Strategy &amp; Marketing, <b>Learning@Cisco</b></p>				

# BTOES18

- and replicate successes
- Measure cycle times and understand impact
- Eliminate redundant practices and approaches

**Randy Clark**, Director of Six Sigma, PowerSteering

5:10pm

5-Minute changeover period

5:15pm

<p><b>Digital Strategy Deployment Using Business Capabilities</b></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 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"> <li>Combining creative and critical thinking</li> <li>Using business capabilities as a hinge</li> <li>Aligning strategy and</li> </ul>	<p><b>The Dynatrace Transformation Story - How we reinvented our business to maintain market leadership</b></p> <p><i>Despite being the market leader, we recognized the need to transform and reinvent our business at Dynatrace, before someone else disrupted the market. Over the course of three years, we changed everything - our technology, our culture and our brand image. In this session we'll discuss how we navigated through our own innovator's dilemma, and share takeaways from our experience that you can apply to your own organization.</i></p> <ul style="list-style-type: none"> <li>How we navigated through our own innovator's dilemma.</li> <li>We changed everything in 3 years             <ul style="list-style-type: none"> <li>Technology changes</li> <li>Culture change</li> <li>Brand image reinvented                 <ul style="list-style-type: none"> <li>Takeaways from our experience that you can apply to yours</li> </ul> </li> </ul> </li> </ul> <p><b>Confirmed: Marc Oleson,</b> Snr VP &amp; Gm Digital Experience, <b>Dynatrace</b></p>	<p><b>Leadership: Understanding, Buy-In, Support and Sponsorship from ALL Leaders</b></p> <p><b>Confirmed: Damon Werner,</b> Vice President, Business Optimization &amp; Six Sigma, <b>McKesson</b></p>	<p><b>Can the Cloud Really Enable Transformation?</b></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 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>  <b>Audience Takeaways:</b>  <i>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><b>The wealth of innovation in automation and the impact of automation on operational excellence</b></p> <ul style="list-style-type: none"> <li>The main trends in machine learning, IoT, robotics and process management? What manual work can be done faster?</li> <li>How to automate processes and manage the cross over between technological-processes and organisational changes</li> <li>How to identify disruptive and integrate leading process technologies to achieve consistent, global manufacturing excellence?</li> <li>Automation as a basis of the future of continuous improvement</li> <li>How to automate processes and manage the cross over between technological-processes and organizational changes</li> <li>Managing increasing reliance on automatization. How to predict machine failures. How to replace components before they fail and streamline procedures?</li> </ul>
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# BTOES18

	operations <b>Confirmed: Denis Gagne, CEO &amp; CTO, Trisotech</b>		<b>Confirmed: John Abel, SVP &amp; CIO, Ellie Mae</b>	<b>Rajeev Jain, VP – Finance Controllership Operations, HP</b>
<b>5:45pm</b>	<b>30 Minute Panel Session in each track with Speakers &amp; Industry Experts</b>			
<b>5:45pm</b>	<b>Awards Rehearsal</b>			
<b>7.30pm</b>	<b>Gala Awards Reception</b>			
<b>8:30pm</b>	<b>Business Transformation &amp; Operational Excellence Industry Awards 2018</b>			
<b>9:15pm</b>	<b>Awards After Party</b>			

## DAY 3, Main Summit: Thursday, March 15th, 2018

7:00am	<b>Breakfast &amp; Networking</b>				
7:45am	<b>Chairperson’s Recap from Previous Day and the Key Takeaways from each Session</b> <i>Peter Evans</i> , LCI Director Corporate Business Service, <b>LEGO</b>				
8:00am	<b>FEATURED KEYNOTE</b> <b>Secret Sauce of Driving Excellence</b> <i>Anu will share her approach to driving Continuous Improvement and Operational Excellence programs internally and the lessons she learnt along the way</i> <b>Anu George</b> , Chief Quality Officer, <b>Morningstar</b>				
8:30am	<b>Change management and culture of change: the journey. National and international case studies</b> <ul style="list-style-type: none"> <li>• Culture: how critical is it?</li> <li>• How to lead significant culture change?</li> <li>• Implementing end-to-end cultural changes across regions, businesses and functions – strategic following the maturity curve</li> <li>• Real life case studies of success</li> <li>• How to limit the impact and the frequency of initial mistakes</li> </ul> <b>Nuray Gurekin Sen</b> , Corporate Technology, <b>Siemens Corporation</b>				
9:00am	<b>Awards Winners Panel Showcase – Each winner will deliver their top 3 “Golden How-tos”, with the opportunity to ask questions to all winners</b> Panel Chair: <b>Jose Pires</b> , Global Excellence & Innovation Leader, <b>Andeavor Corporation</b>				
9:45am	<b>Break &amp; Meet the Awards Panel</b>				
9:45am	<b>Book Signing by Marcus Nicolls</b>				
10:15am	<b>Break into summit streams:</b>				
	<b>TRACK F</b> Culture  Moderator: Rob		<b>TRACK H</b> Strategy  Moderator: Fernando Ventiriero, CEO,	<b>TRACK I</b> Customer Experience  Moderator: Dwight Harris	<b>TRACK E</b> Operational Excellence

<p>Stewart, CEO, Opus Works</p>		<p><b>Stratence Partners</b></p>	<p><b>Jnr, VP Lean Transformation, Dun and Bradstreet</b></p>	<p><b>Moderator: Peter Evans, LCI Director Corporate Business Service, LEGO</b></p>
<p><b>Case Study: State Street Corporation’s operational excellence Story: Building a culture of innovation and continuous improvement</b></p> <ul style="list-style-type: none"> <li>• The transformational journey: from a Lean Six Sigma project-based approach to a strategic business partner</li> <li>• Focusing on an increased impact on business outcomes and customers</li> <li>• Building critical skills in the workforce through Lean infrastructure</li> <li>• Driving engagement through recognition and socialization</li> <li>• Embedding the Lean culture in the Business Units</li> </ul> <p><b>Loren Bishop,</b></p>		<p><b>Removing the Barriers to Better Health through a High Tech, High Touch Approach</b></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 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</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"> <li>• How might we best identify customer pain points and problems that they are willing to pay to be addressed?</li> <li>• How might we understand and quantify customer value?</li> </ul>	<p><b>How to manage operational excellence initiatives?</b></p> <ul style="list-style-type: none"> <li>• Assessing and securing sufficient resources to implement operational excellence</li> <li>• OPEX organizational structure and alignment with operations within organizations</li> <li>• How to measure where-we-are and what-is-future using Operational Excellence</li> <li>• Available metrics, leading and lagging indicators: how and why to manage them</li> <li>• Process Improvement: challenges, prioritisation,</li> </ul>

<p>Vice President - Director of the Lean Management Office <b>State Street Corporation</b></p>		<p>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.</p> <p>This high-tech, high-touch approach is helping to increase access to care, improve health outcomes for patients, and reduce medical expense.</p> <p>During this session, participants will:</p> <ul style="list-style-type: none"> <li>• Learn how payers and other health care stakeholders have begun to connect differently through a high-tech, high-touch approach.</li> <li>• Understand how value-based care arrangements are driving the changing roles, responsibilities, and relationships of all parties in the healthcare ecosystem.</li> <li>• Learn how physicians are increasingly relying on data and analytics for their clinical decision making.</li> <li>• 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.</li> <li>• Understand how Humana is helping to convene community resources to address social determinants of health.</li> </ul>	<ul style="list-style-type: none"> <li>• How might we leverage our understanding of the customer value proposition to justify premium or value-based pricing?</li> </ul> <p><b>Maria Thompson</b> Global Innovation Framework Leader <b>ITW</b></p>	<p>what impacts analysis</p> <p><b>Kathy Bozinski</b>, IS Manager BPM &amp; <b>Matthew Shroud</b>, Product Owner, <b>Allegis Group Inc.</b></p>
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			<p><b>Confirmed: Derek Mylarz</b>, Medical Director, Office of the Chief Medical Officer, <b>Humana Inc.</b></p>		
10:45am	5-minute changeover period				
10:50am	<p><b>Cultural transformations in large enterprises: Changing organizational culture &amp; leading organizational transformation towards the culture of innovation</b></p> <ul style="list-style-type: none"> <li>How large companies can stand out and succeed employing a start-up mentality and culture internally?</li> <li>Organizational analysis for large corporations: is there a universal model?</li> <li>Understanding how to create an operational excellence culture from the Board to the front line</li> </ul> <p><b>Confirmed: Tray Cockerell</b>, Director &amp; CEO Project Leaders, Office of CEO, <b>Humana Inc.</b></p>	<p><b>TRACK G</b> <b>Lean</b></p> <p><b>Moderator: Zachary Surak</b>, partner, <b>McKinsey &amp; Company</b></p> <p><b>Lean, ROI on Lean</b></p> <ul style="list-style-type: none"> <li>Cost effectiveness and savings</li> <li>Financial focus: looking at P&amp;L and building in the changes</li> <li>Accounting and lean accounting. The advantages of a lean solution vs. standard cost accounting methodology</li> </ul> <p><b>Confirmed: Dennis MacAleese</b>, Director of Lean Capability Center for Gas Operations, <b>PG&amp;E</b></p>	<p><b>Transforming Our Organization for Operational Excellence</b></p> <p>Faced with rapidly changing needs, and ever-increasing amounts of data, how does an organization plan its way successfully to the next level? Join Brendan Madden, Chief Executive of Tom Sawyer Software, the leader in graph and data visualization and analysis applications, as he discusses the challenges of building a business process and data-oriented organization. Brendan will highlight how we apply innovative thinking and Tom Sawyer Software's advanced technology to drive our operational excellence strategy. Attendees will also learn how an organization can model and build its infrastructure such that it can be more effective yet remain responsive to rapidly changing needs. They will understand Brendan's approach to getting key stakeholders in the organization behind the transformation to create a culture of continuous improvement. In this session, Brendan will discuss internal initiatives that are helping to transform our business by:</p> <ul style="list-style-type: none"> <li>Determining our important business objectives</li> <li>Identifying, modeling, and executing our key internal business process</li> </ul>	<p><b>Customer and culture match as a guarantee of positive customer experience and a key to strong successful strategy</b></p> <ul style="list-style-type: none"> <li>Keeping customer in focus of any change, improvement or transformation</li> <li>Value proposition, customer centricity in the centre of importance How do you differentiate from the competition?</li> </ul> <p><b>Leslie Smith</b>, RMS Strategic Stakeholder Engagement, <b>Lockheed Martin</b></p>	<p><b>Using local experiments to solve Enterprise level problems"</b></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</p>

es in compliance with BPMN standards.

- Developing and integrating new applications, systems, and data models
- Reinforcing a process-oriented company culture to support continuous improvement
- Creating an organizational design that supports operational excellence and adaptation
- Enabling oversight and accountability of our critical objectives and business functions
- Using our data to gain insights into our business operations and to make adjustments

**Confirmed: Brendan Madden, Chief Executive,  
Tom Sawyer Software**

benefits:

- 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

5-minute changeover period

11:20am

**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**

11:50am

**FEATURED KEYNOTE**

**What are the required mindset & behaviors to deploy and sustain an enterprise wide transformation?**

- What the tangible key success factors are, and what traps could hinder an enterprise wide initiative to deliver measurable sustained value
- The key transformational tools and indicators for sustained outcomes

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

12:20pm

**30 Minute Panel Session with Keynote Speakers**

12:50pm

**Lunch Break & Networking**

**Poster Presentation Winner Announcement**

**Event App Leaderboard Winners Announcement**

1:50pm

Break into summit stream

TRACK F Culture	TRACK G Lean	TRACK H Strategy	TRACK I Customer Experience	TRACK E Operational Excellence
<p><b>Is Your Culture Working for You or Against You? Gaining a Competitive Advantage by Managing the 3 As in the Culture Lifecycle</b></p> <p>Culture always produces results. The good news is, the right culture produces the results you need. But how do leaders shape culture to get the right results?</p> <p>Join Marcus Nicolls, author and Senior Partner at Partners In Leadership, in this revolutionary presentation where he walks you through the three stages of the culture lifecycle:</p> <ol style="list-style-type: none"> <li>Leaders build Culture Alignment by aligning the company around the results</li> </ol>	<p><b>Lean and Six Sigma now and what the tools of the future are? The new ways to look at operational excellence</b></p> <ul style="list-style-type: none"> <li>Lean driven innovation: what is going to happen and how?</li> <li>Innovation impacting all departments within a company: how to handle it?</li> <li>Lean in globalised world: streamlining procedures and making everything readily available to all</li> <li>Rich Six sigma and lean from a multi-business, multiregional point of view</li> <li>Lean and Six Sigma tools applied to innovative markets</li> </ul> <p><b>lassen Deenitchen</b>, Head of Global Process, <b>ING</b></p>	<p><b>Virtualizing the Visual Workflow Enabling Self-Managed Teams in a Global Setting</b></p> <ul style="list-style-type: none"> <li>Visualization is a fundamental principle of Lean-Agile Development and a key factor to successful implementation of Lean-Agile methods.</li> <li>Based on the ideal state of co-located team, the reality of globally distributed teams presents challenges to leveraging visual Lean-Agile methods.</li> <li>A systematic approach and understanding of both team and business needs is important in development of a virtual system.</li> <li>Software only approaches are limited in their effectiveness.</li> <li>Understanding the “human engineering” aspects of Lean-Agile visual methods is key to developing a system level approach.</li> <li>Leveraging of a “model cell” approach in development of virtual systems provides rapid feedback and learning in the development of a virtual visual system.</li> <li>Virtual systems need to be scalable to adjust for changing team and business needs.</li> </ul> <p>Simple and effective visual communication is a key principle of Lean-Agile Product</p>	<p><b>Going Beyond CRM via Commercial Strategy &amp; Framework</b></p> <ul style="list-style-type: none"> <li>Enable Business Strategy and Develop a Platform for Customer Engagement</li> <li>Working with Key Stakeholders to develop a Business Case and Roadmap</li> <li>Framework for Measuring Transformation/Outcomes</li> <li>Key Learnings</li> </ul> <p><b>Naveen Kandasami</b>, Global IT Executive Director Business Partnerships &amp; CRM Strategy, <b>Sealed Air</b></p>	<p><b>Case Study: Lessons learnt from the Deployment of Lean Management in Europe and Latin America (AXA EMEA LATAM)</b></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"> <li><b>Engage senior stakeholders</b> – gaining and maintaining commitment throughout the program</li> <li><b>Achieve autonomy in project execution</b> – recruiting and developing local talents</li> <li><b>Retain Lean professionals</b> –</li> </ul>

necessary to move the organization forward.

2. They develop Culture Ability during the application and execution phase, improving skills to manage culture.
3. This prepares the way for creating a Culture Advantage for accelerating the execution and delivery of their results.

Our 30 years' experience applying these simple, powerful models and tools to manage culture have taught us that leaders who consciously manage their culture reap tremendous benefits. The markets are getting more and more efficient, and the edge that culture management brings to an organization can ultimately be the difference between success and failure.

**Marcus Nicolls**, Senior

Development. However, in today's world of global development teams, leveraging traditional visual management methods become increasingly difficult. Attendees to the session will be given an overview understanding of the challenges in visualization in a global Lean-Agile Development organization, the importance of understanding the "human engineering" aspects that make visualization and visual management methods so powerful, be shown a systematic approach to addressing the challenge of visualization in a global team setting, and see an example of the establishment of a virtual visual management systems

**Daniel M. Christinsen**, Principal Project Manager, Lean-Agile Transformation Program Manager/Sensei, HDD R&D Project Office, **Western Digital**

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

**Morphis Tsalikidis**, Former Regional Operational Excellence and BT Executive Director, **AXA**

<p>Partner &amp; Author, <b>Partners in Leadership</b></p>					
<p>2:20pm</p>	<p><b>5-minute changeover period</b></p>				
<p>2:25pm</p>	<p><b>Training and mentoring: how to ensure employees engagement in the transformation and true culture change?</b></p> <ul style="list-style-type: none"> <li>Professional engagement, maintaining a vibrant relationship between departments and the business needs of the company</li> <li>Employees engagement: daily management and processes</li> <li>Recruitment: essential processes to recruit/train likeminded people</li> <li>Establishing robust communication across all business lines eliminating stress and managing expectations</li> <li>Ensuring long-term sustainability of each project: how to keep</li> </ul>	<p><b>Lean deployment strategy and success stories</b></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 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"> <li>The motivation behind shifting from a Lean projects focus to a Lean management focus</li> <li>The elements of the Peace Health Lean Daily Management</li> </ul>	<p><b>The Boehringer Ingelheim Production System – Animal Health Case Study</b></p> <p><i>In this presentation, you'll hear how Boehringer Ingelheim is piloting their new production system to prove its value at one of its large Animal Health Vaccine sites, introducing new ways of thinking into the workplace.</i></p> <p>What will you learn?</p> <ul style="list-style-type: none"> <li>Hear how to build a business case for a focus factory approach based on the results of programs from outside your organization</li> <li>Discover how to gain buy-in from key stakeholders to give Lean programs the best chance of success</li> <li>Understand the importance of restructuring manufacturing operations into value streams</li> <li>Review key aspects for implementing communication boards at all levels of management</li> </ul> <p>Establish how to move from pilot to performance, and roll out successful a successful Lean Program</p> <p><b>Fabio Garaycochea</b>, Head of BPE, <b>Boehringer Ingelheim</b></p>	<p><b>Customer Experience Excellence: Creating operational value with a strategic customer experience program</b></p> <ul style="list-style-type: none"> <li>Designing and starting a customer experience transformation focused on operational touchpoints</li> <li>Moving from touchpoints to journeys</li> <li>Diagnosing and linking the customer experience to operational enhancements</li> <li>The psychology of customer experience</li> </ul> <p><b>Lawrence Cowan</b>, Partner, <b>Cicero Group</b></p>	<p><b>CEO's and their Sausages</b></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 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</i></p>

<p>teams engaged, increase understanding and belief in the project and in the leadership</p> <p><b>John King</b>, Continuous Improvement Chief Engineer, <b>Northrop Grumman</b></p>	<p>System</p> <ul style="list-style-type: none"> <li>• The phased implementation, incorporating feedback and standards</li> <li>• Implementation and sustaining successes and failures</li> <li>• Incorporating quality initiatives like patient safety, clinical excellence</li> <li>• Incorporating operations initiatives like length of stay, clinic slot utilization</li> </ul> <p>Confirmed: <b>Harold Peters</b>, System Director Performance Improvement, <b>Peace Health</b></p>			<p><i>strategic. In this session, you will learn;</i></p> <ul style="list-style-type: none"> <li>• The Operational Excellence Maturity Model</li> <li>• The importance of knowing the corporate vision</li> <li>• How to effectively communicate with the C-Suite</li> <li>• How to properly align and prioritize your efforts</li> <li>• How to gain and retain the commitment necessary to succeed</li> </ul> <p><b>Joseph Paris Jr</b>, Chairman, <b>Xonitek Group of Companies</b></p>
<p><b>2:55pm Coffee Break &amp; Networking</b></p>				

3:20pm

<p><b>Transforming Culture to see Business Results</b></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"> <li>• Why implementing a lean business system is doomed to failure</li> <li>• Driving to the heart of the problem and understanding a potential fix</li> <li>• How our journey was transformed by the Shingo Model and dimensions</li> <li>• Examples of failure and success and what can be learned from each of them</li> <li>• Connecting the</li> </ul>	<p><b>Learn how PolyOne puts customers on the road to Lean Six Sigma success</b></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 a deeper dive into how</p> <p>PolyOne is helping many organizations reach LSS success with:</p>	<p><b>Sustaining Continuous Improvement at a Fortune 10 Company</b></p> <p><i>Continuous improvement initiatives are often launched with a lot of excitement &amp; enthusiasm, but they fizzle over time. How can a company build &amp; sustain a culture of continuous improvement? At a large multinational, GM innovative methods &amp; 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><b>Michael Hardie, Director Operational Excellence, General Motors</b></p>	<p><b>Customer Engagement: Key Approaches to Securing and Quantifying the voice of the customer</b></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><b>Dwight Harris Jr., VP Lean Transformation, Dun and Bradstreet</b></p>	<p><b>Managing project risk and issue resolution</b></p> <p><b>Kevin Duffy,</b> Regional Managing Director, <b>Kepner-Tregoe Inc.</b></p>
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<p>leadership and culture journey to business results</p> <p><b>Tim Plankey</b>, AVP, Head of MMUS CI, <b>Mass Mutual</b></p>	<ul style="list-style-type: none"> <li>• Improved flexibility, quality, efficiency and speed</li> <li>• Access to best in class process improvement resources and training</li> <li>• Sustained cost and revenue benefit</li> <li>• Ability to develop and retain internal talent</li> </ul> <p><b>Confirmed: Brett Warland</b>, Director of Process Improvement, <b>PolyOne</b></p>			
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3:50pm

**Panel Session with Tracks Speakers**

4:20pm

**5-minute change over**

4:25pm

**KEYNOTE**

**Cohesive digital transformation across the value chain, a multi-billion OpEx journey, embracing IoT, Big Data/AI, Blockchain**

- Cementing "customer obsession" at the core of digital transformation
- Positioning tech strategy as a "enabler" to achieve business goals
- Leveraging data as an "asset" in tactical and strategic business decisions
- Reframing "culture change" as an outcome not prelude

Featuring

- A 20lb lobster
- A selfie, walking on water
- Amazon HQ2 search
- A secret to Mars

**\*Mishu Rahman**, Senior Portfolio Director, Innovation & Digital Programmes, **White House Office of Management & Budget, Office of the United States President**

4:55pm	<b>Chairperson's Conclusion</b> <i>Peter Evans</i> , LCI Director Corporate Business Service, <b>LEGO</b>
5:00pm	End of the main conference
8:00pm	<b>Option to Join Organized Dinners: Organized Dinners - Around Conference Themes &amp; Topic</b>

## Day 4, Post-Summit Workshop & Bespoke Business Keynote + Exclusive Top Exec Magic Kingdom Tour + Park Ticket: Friday March 16, 2018

9:00am	Morning Registration, Breakfast & Networking		
9:45am	<b>Workshop Q</b>	<b>Workshop R</b>	<b>Workshop S</b>
	<p><b>Best practices of applying Robotic Process Automation (RPA): RPA implementation case study</b></p> <ul style="list-style-type: none"> <li>Guidelines to effective Robotic Process Automation</li> <li>Utilising machine learning techniques and combining them with tools and processes already existing within process management</li> </ul> <p>Confirmed: <b>Hiren Kotak</b>, Regional Head of Automation Strategy and Transformation Consulting, <b>Wipro Limited</b></p>	<p><b>Cultural Transformation</b></p> <ul style="list-style-type: none"> <li>Developing your “WHY” – Building a compelling case for transformation</li> <li>Engaging &amp; Mobilising – Testing the compelling case and finding the early adopters</li> <li>Pilots and Course Corrections – Proof of Concept and Using lessons Learned</li> <li>Widening the Scope – Bringing more areas and people into the fold</li> <li>Playing/Winning Together – Celebrating Success and future proofing...</li> </ul> <p><b>Confirmed: Peter Evans</b>, Director of LCI, <b>LEGO</b></p>	<p><b>Lessons from Mt. Stupid – Programs don’t fail, people do</b></p> <p><i>Experience is the hardest teacher, for first she gives us the test, then teaches us the lesson. Change often fails because we set expectations based upon what we do not know. The more arrogant in our ignorance we become, the greater the height of Mt. Stupid – inevitably, we will either roll down a gentle slope or fall off a cliff. How do we recognize the peril? How do we avoid the peril? What does it look like?</i></p> <p><i>In this workshop, we will examine the root causes of programs failing and how you can avoid making them – including a prescriptive approach for designing and deploying your Operational Excellence program so that its success is as pre-ordained as possible.</i></p> <p><b>Confirmed: Joseph Paris Jr</b>, Chairman, <b>Xonitek Group of Companies</b></p>
11:15am	Morning Coffee Break & Networking		
11:30-1pm	Special Guest Keynote		
	<b>12 Great Leader Strategies &amp; The Customer Rules</b>		

**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.

Lee developed the **12 Great Leader Strategies** while at Walt Disney World® that transformed Disney's leadership strategy and ensured that the 7000 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,

1:00pm

**Lunch & Networking**

## Site-visit Presentation & Tour

**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**

### **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.

**2:30-  
6pm**