Operational Excellence in Process Manufacturing
Reassessing Production Processes to Reduce Costs, Waste and Energy

Berlin, Germany

21st & 22nd June 2010

Attending This Premier marcus evans Conference Will Enable You to:
• Enhance the culture of operational excellence to increase profitability and plant efficiency
• Achieve buy-in of all the layers of an organisation to enhance the improvement initiatives
• Deploy accurate tools and methodologies to increase bottom line results
• Optimise manufacturing and operational processes to shorten the lead time
• Advance operational flexibility and transparency to reduce human error, minimise risk and speed up time to market
• Increase bottom line results, profitability and plant efficiency
• Reduce human error, minimise risk and speed up time to market
• Eliminate energy consumption to remove unnecessary cost
• Direct the organisation towards sustained development frame

Learn from Key Practical Case Studies:
• Enhancing the operational excellence strategy to face global challenges with Evonik Degussa GmbH
• Learning from the experiences of the advanced production system implementation with DuPont Deutschland Holding GmbH & Co KG
• Achieving cost saving manufacturing with Diageo Ireland
• Comprehending Effective Development of Organisations (EDO) to avoid problems in processes with Roche Diagnostics GmbH
• Enhancing operational excellence by the use of Process Analytical Technology (PAT) with Pfizer, UK
• Achieving lead time reduction and line efficiency with Novozymes
• Consolidating transparent, flexible and effective operational systems with Baxter S.A., BioScience Division

In the Chair:
Kevin J. Duggan
Director, Founder
Institute for Operational Excellence

marcus evans Expert Speaker Panel:

Line Sandberg
Senior Director, Supply Chain Management, EMEA
Novozymes

Gary Friend
Operational Excellence and Process Optimisation Leader
Actavis UK Ltd

Stéphane Braquet
Quality Leadership Process Manager
Baxter S.A., BioScience Division

Dr. Ian Clegg
PAT Lead
Pfizer, UK

Thomas Pfeiffer
Programme Champion Europe, DuPont Production System, Operations Centre of Competency
DuPont Deutschland Holding GmbH & Co KG

Kevin J. Duggan
Director, Founder
Institute for Operational Excellence

Ronald Warnecke
OPEX Program Manager, Leader of OPEX Global Team
Roche Diagnostics GmbH

Thomas Lange
Member of the OPEX Management Team
Evonik Degussa GmbH

Michael Taylor
Operations Director
Fosters Bakery

Chris Russell
Production System Expert
Luvata

Dermot O’Rourke
Operational Excellence Manager, Drug Substance
Wyeth Biotech

Business Partner Sponsor:
21st June 2010

08.30 Registration and Coffee

09.00 Opening Address from the Chair
Kevin J. Duggan
Director, Founder
Institute for Operational Excellence

08.30-11.15 Keynote Presentation

09.15 Keynote Presentation
Achieving Operational Excellence and Creating a Business That is Designed to Grow
- The lean journey does have a destination
- Lean value streams are only the first step in creating Operational Excellence
- Defining Operational Excellence and the methodology to attaining it
- Covering the tougher subjects of creating Operational Excellence such as business processes and the supply chain
- Answering the tough questions such as, “where will your lean journey take you?” and “How does your company make the jump to Operational Excellence quickly?”
- Obtaining the end goal – The business designed for growth

09.45 Case Study
Restructuring and Resizing Manufacturing Business to Cope with Changing Input Costs and Consumer Trends
- Coping with different demand trends in different markets
- Coping with higher input costs – Energy, raw materials
- Consolidating and simplifying the manufacturing footprint to increase competitiveness
- Achieving effective cost-saving manufacturing by seeking new opportunities to improve operational efficiency in the changing structures

10.15 Case Study
Enhancing the Internal Communication to Improve Productivity, Achieve Human Error Reduction and Reduce Risks and Losses on the Production Line
- Identifying the approaches of how to change mindsets to get all the shop floor level employees involved in lean operational thinking
- Having rigorous programme in place of close interdepartmental cooperation and communication between sites to boost production processes
- Ensuring that production planners have clear guideline about what their targets are in order to support organisational efficiency
- Tackling incentives based on scorecard model to boost production environment and reduce lead time significantly
- Distributing goals and targets effectively to the different areas on the production site to motivate people and give them chance to measure their performance so they can optimise themselves
- Using an e-learning system to provide training to employees throughout the world to avoid problems in processes

10.45 Morning Coffee and Networking Break

11.15 Case Study
Transferring Processes from R&D to Production in the Right Way with the Use of Process Analytical Technology (PAT) to Enhance Operational Excellence
- Setting up processes that are effective and efficient and making sure that the manufacturing process is set up for continuous improvement in the future
- Using risk assessment processes to understand the vulnerabilities in a proposed process
- Running experiments to develop ways of mitigating risk
- Developing PAT technology and approaches
- Building process understanding to enhance line efficiency

12.00 Luncheon

14.00 Case Study
Balancing Technical and Process Aspect with Behavioural Change
- Working effectively with Total Productive Maintenance (TPM) to achieve cost reduction and have a long term plan in place
- Looking for e-measurements to achieve improvement with people to obtain real time performance information
- Involving even the lowest levels of the organisation to have a bottom up approach to make ideas happen
- Integrating automation and robotics with processes and defining them directly to industrial line
- Having a system of Effective Development of Organisations (EDQ) in place to avoid problems in processes and address certain behaviours of people retarding the process excellence
- Establishing functional behaviour agreements with clear suggestions for change and methods of improvement signed by all the parties involved

14.45 Case Study
Speeding up Continuous Improvement Initiatives
- Focusing on inventory reduction as a reflection of lead time improvement
- Following delivery performance, quality improvements and overall equipment effectiveness of the key pieces of equipment
- Having flexible workforce involved to shuffle resources around in case one product segment slows down
- Enhancing waste reduction to generate substantial savings
- Establishing cross-functional continuous improvement teams to improve operational and corporate performance

15.30 Afternoon Tea and Networking Break

16.00 Interactive Panel Discussion
Strategic Actions to Face Low Margins and High Demands Volatility to Maintain Competitiveness
- Synchronising operational performance with corporate performance objectives
- Ensuring empowerment of general management, middle management and the production personnel to enhance transformational initiatives
- Focusing not only on small steps, but also major steps of improvement that demand larger investment to achieve breakthrough results
- Including energy efficiency as a top strategic action to stay a step ahead of a competition
- Learning to get all the necessary resources free to transform the processes and be able to organise all pilots and test drives
- Optimising product mix across operations to maintain margins

Panel Moderator:
Kevin J. Duggan
Director, Founder
Institute for Operational Excellence
Panellists:
Thomas Pfeiffer
Programme Champion Europe, DuPont Production System, Operations Centre of Competency
DuPont Deutschland Holding GmbH & Co KG
Chris Russell
Production System Expert
Luvata
Line Sandberg
Senior Director, Supply Chain Management, EMEA
Novozymes

17.00 Case Study
Creating Change Momentum with the Goal of Sustaining Newly Implemented Improvements
- Creating a platform for change
- Preparing for the pilot transformation, supporting it and mobilising people
- Defining goals and structuring an approach for success
- Sustaining improvement and momentum beyond the pilot transformation

17.45 Closing Comments from the Chair

17.55 End of Day One
22nd June 2010

08.30 Registration and Coffee
09.00 Opening Address from the Chair
    Kevin J. Duggan
    Director, Founder
    Institute for Operational Excellence

09.15 Case Study
    OPEX – Solutions For Global Challenges
    • The idea of operational excellence
    • From strategy to action
    • OPEX – Our burning platform
    • Key success factors
    • OPEX – Facing the economic downturn in 2010
    Thomas Lange
    Member of the OPEX Management Team
    Evonik Degussa GmbH

10.00 Keynote Presentation
    Lean Culture Built on Management Buy-in and Roll Modelling,
    Mobilisation of the Work-force and Standardisation Across Different
    Manufacturing Processes and Sites in Different Regions
    • Achieving superior results through implementation of production system
    • Defining a lean culture focus areas – Responsibilities and standardisation
    • Establishing the basis, stakeholder management, scope and tools definition –
    Implementation planning
    • Ensuring a buy-in and capability building of management – Gap analysis,
    mobilisation and piloting
    • Implementing integrated roll-out of tools covering capability building, lean and
    cultural aspects of mindset and behaviour guided by metrics flow down across
    all levels
    • Achieving sustainability of processes run supported by structure at unit, site and
    regional level and coaching senior leadership about roll modelling
    • Verifying success and results by real examples
    Thomas Pfeiffer
    Programme Champion Europe, DuPont Production System,
    Operations Centre of Competency
    DuPont Deutschland Holding GmbH & Co KG

10.45 Morning Coffee and Networking Break

11.15 Case Study
    Combining the Lean Transformation and Six Sigma Variation
    Reduction and Ensuring Their Accurate Implementation
    • Examining successful cases of mixing those two philosophies and methods
    of their integration to keep the momentum
    • Analysing ways of how to implement modified tools into operational processes
    without losing the quality
    • Deploying a cycle time project of lean value stream mapping combined with
    process capability
    • Managing dependencies, waiting points, variations and waste to improve certain
    processes and determine why some steps last longer than the others
    Stéphane Braquet
    Quality Leadership Process Manager
    Baxter S.A., BioScience Division

12.00 Case Study
    Modifying Applicable Tools and Methodologies to Increase
    Profitability
    • Driving transformation in manufacturing units – Having standardised processes
    to drive change programmes and transformations
    • Reviewing innovative modifications that companies have done to create a proper
    fit for the process industry
    • Implementing lean design to manage shop floor to reduce waste, waiting time,
    pipe-length and avoid crashes to increase total show level
    • Comprehending a clean design to boost agronomics, reduce cleaning time and
    increase safety in the plant
    • Ensuring interconnection of the production machines and units in a row to get
    more out of the capacity of the plant and avoid waste on lines
    Speaker to be Appointed

12.45 Luncheon

13.45 Luncheon

14.00 Case Study
    Launching an Effective Process Management to Achieve Lead Time
    Reduction and Line Efficiency
    • Implementing a postponement strategy into flexible production planning to
    keep your stocks on low value level
    • Identifying time between different production steps to obtain transparency of
    the production process
    • Launching pilots of intelligent approaches of parallel production steps to organise
    the production flow better without any additional investment
    • Saving manpower, improving installations, utilising facilities and reducing volumes
    to diminish waste on lines
    • Adapting production lines into structures to have more control
    • Assessing mixing volume potentials to increase profitability
    Line Sandberg
    Senior Director, Supply chain Management, EMEA
    Novozymes

14.45 Interactive Panel Discussion
    Implementing Energy Efficiency Programme as a Suitable
    Compliment to Lean and Six Sigma
    • Coping with increasing bureaucracy concerning waste management,
    environmental issue and increasing safety
    • Overcoming the conflict of increasing cost and environmental requirements
    • Combining lean approach with energy efficiency to reduce input costs
    • Considering alternative energy resources to balance high energy input costs and
    environmental regulations
    • Combining process and product innovation with renewable energy sources
    to bolster efficiency
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    Actavis UK Ltd
    Michael Taylor
    Operations Director
    Fosters Bakery
    Thomas Lange
    Member of the OPEX Management Team
    Evonik Degussa GmbH

15.45 Afternoon Tea and Networking Break

16.15 Case Study
    Implementing Process Efficiency Programmes for Breakthrough
    Productivity Improvements and Cost Saving
    • Breaking down the barriers to robotics and automation in the food industry
    • The baking robot at Fosters Bakery designed by CenFRA
    • The CenFRA offer to the food industry
    • The importance of the user specification and getting it right
    • From strategy to action
    • The idea of operational excellence
    • Combining lean approach with energy efficiency to reduce input costs
    • Coping with increasing bureaucracy concerning waste management,
    environmental issue and increasing safety
    • Considering alternative energy resources to balance high energy input costs and
    environmental regulations
    • Combining process and product innovation with renewable energy sources
    to bolster efficiency
    Michael Taylor
    Operations Director
    Fosters Bakery

17.00 Closing Comments from the Chair
17.10 End of Day One