

ELEC 2014

European LEAN EDUCATOR Conference

17 – 19 September 2014, Stuttgart, Germany

Supporting Next-Generation Lean Thinking

Conference Chair

Prof. Dr. Constantin May

Committee Members

Prof. Arnaldo Camuffo
Prof. Dr. Ralph Kriechbaum
Mike Rother
John Y. Shook
Prof. Peter Ward

Keynotes

John Y. Shook, Lean Enterprise Institute
Patrick D. Cowden, beyond leadership

CONFERENCE PROGRAM

27 Presentations and 5 Workshops
from 15 countries: Denmark, Finland,
France, Germany, Hungary, Italy,
Netherlands, Poland, Russia, Singapore,
Spain, Sweden, Turkey, UK, USA

Supporting Next-Generation Lean Thinking!

The European LEAN EDUCATOR Conference 2014 provides a platform for trainers, coaches, professors and teachers from industry, academia and government organizations to share their knowledge and experiences and learn from one another.

The European LEAN EDUCATOR Conference is dedicated to fostering exchange within academia as well as between education and industry, which we believe is especially important. Toward that end, we are targeting an audience that is 50 percent educators and 50 percent Lean teaching and coaching specialists from industry. All participants will take home practical lessons-learned from one another.

After many successful LEAN EDUCATOR Conferences in the United States, the European LEAN EDUCATOR Conference will be held in Europe for the first time. Keynote speakers, coaches and Lean implementers of leading organizations and companies will share their experience and knowledge.

Through innovative educational approaches – ranging from simulations, case studies, learning factories and new training methods – participants will receive new ideas for teaching, practicing and coaching continuous improvement.



Prof. Dr.
Constantin May
Conference Chair

Keynotes



John Y. Shook

Lean Thinking: Trends, Challenges and Opportunities for Education

John Shook is Chairman of the Lean Enterprise Institute and the Lean Global Network, an association of institutes in 17 countries. As the first American manager at Toyota's headquarters in Japan, Shook helped the company transfer its production and management systems around the world. Shook is former director of the University of Michigan Japan Technology Management Program, and faculty of the university's Department of Industrial and Operations Engineering.

Shook has written or co-authored several classic books and articles on Lean management, including LEI's classic „Learning to See“ workbook that established value-stream mapping as the tool used around the world to redesign production systems, and „Managing to Learn“ which described for the first time the dynamics of Lean management and leadership.



Patrick D. Cowden

Beyond Leadership - Redefining the Rules of Business. Forever.

Highest levels of performance will be achieved not by focusing simply on processes, profit and return but by intensely emphasizing our attention on the quality of the interaction climate inside and outside of our organisations. People and the values that connect us will be the driving force of performance for the future.

Patrick Cowden is the founder of Beyond Leadership. Beyond's mission is to redefine the rules of business as we know them. Patrick strives to better understand the key drivers of engagement and performance within enterprises in the future and to apply them to today's organisations around the world.

Patrick has held senior leadership positions at international companies over the last 25 years. These include Bertelsmann, Cap Gemini, DELL, EMC and Hitachi. Today Patrick teaches at leading universities and business schools in Germany, Switzerland, Slovenia and Japan. In addition, Patrick and his team of Beyonders engage in workshops and transition projects that help organisations to continuously improve the quality of their interaction climate and thereby trigger and sustain highest performance. Patrick is also the author of two bestselling books in Germany, most recently „NEUSTART“ and is a frequent guest in radio and television talkshows.

European LEAN EDUCATOR Conference HIGHLIGHTS

- 27 presentations
- 5 workshops
 - Improvement KATA Workshop with Live Simulation
 - Plant Tours to TRUMPF and RITTER SPORT
 - Trip to the Learning Factory and Learning Office at CETPM
 - Experiential Learning of Lean in Higher Education: The Toyota KATA Approach
 - Beyond Lean
- 6 sessions
 - Improvement KATA
 - Teaching Lean
 - Lean and Project Management
 - Lean Simulation and Games
 - Lean Programs at Universities
 - Lean Specials
- Speakers from 15 countries
- Discuss Next-Generation Lean Thinking with Mike Rother, Author of „Toyota KATA“ and coauthor of „Learning to see“
- Meet John Y. Shook, Chairman of the Lean Enterprise Institute and coauthor of „Learning to see“
- Hear Patrick D. Cowden, Author of the Bestseller „Neustart“
- Learn simple methods for teaching complex behaviour
- Experience best practice companies like TRUMPF and RITTER SPORT
- Become acquainted with the Improvement KATA and the Coaching KATA
- See useful tricks how to make Lean Thinking stick
- Chat with Experts from Academia and Industry
- Enlarge your personal network to European scale

Conference Locations

PORSCHE MUSEUM

Porscheplatz 1
70435 Stuttgart - Zuffenhausen
Germany

Enjoy a journey back through the history of Porsche. Right next to the headquarters of Dr. Ing. h.c. F. Porsche AG you can today find one of the most spectacular car museums in the world – The Porsche Museum. Be inspired by over 80 vehicles on our 5,600 square metre exhibition area.

www.porsche.com/museum/en/



Photos of Porsche Museum: © Porsche AG

HOLIDAY INN STUTTGART

Mittlerer Pfad 25 - 27
70499 Stuttgart
Germany

Phone +49 711 988880
<http://www.ihg.com/holidayinn/hotels/de/de/stuttgart/strgc/hoteldetail>



Conference Schedule – at a glance

Wednesday, Sept. 17 – Pre-conference Workshops

Location	Holiday Inn, Stuttgart	Factories near Stuttgart	CETPM Campus, Herrieden
08:15 - 17:00	Workshop 1: Improvement KATA Workshop with Live Simulation with Brandon Brown and Emiel van Est	Workshop 2: Plant Tours to TRUMPF and RITTER SPORT	Workshop 3: Trip to the Learning Factory and Learning Office at CETPM

Thursday, Sept. 18 – Keynotes and Presentations at Porsche Museum

08:15 - 09:00	Shuttle from Hotel to Porsche Museum / Registration
09:00 - 09:15	Welcome Note <i>Constantin May / Peter Ward</i>
09:15 - 10:00	Lean Thinking: Trends, Challenges and Opportunities for Education <i>John Shook</i>
10:00 - 10:30	Lean Thinking in High Schools? The Experience of the Lean Education Network Torino <i>Giorgio Possio / Sigfrido Pilone</i>
10:30 - 11:00	Break
11:00 - 11:30	Lean Training – Using Games for Training <i>Joakim Hilberg</i>
11:30 - 12:00	Training Transfer Breakdowns in Lean Roll-Outs <i>Arnaldo Camuffo</i>
12:00 - 13:15	Lunch Break
13:15 - 13:45	Vital Behaviors – The Key to Continuous Improvement <i>Tilo Schwarz</i>
13:45 - 14:15	Anti-Norton and De-Kaplan: Periodic System of Lean Management of Sustainable Development. The Orgprom Matrix <i>Alexey Baranov</i>
14:15 - 14:45	What Makes Lean Viable and how it Should Change the Way we Teach Lean? <i>Teemu Toivonen</i>
14:45 - 15:15	Break
15:15 - 15:45	Toyota KATA – Habits for Continuous Learning and Improvements <i>Håkan Forss</i>
15:45 - 16:15	Toyota KATA as Kaizen Blitz – A Rapid Way to Create Significant Improvements <i>Egon Kjaer Jensen / Morten Friis Jacobsen</i>
16:15 - 17:15	Beyond Leadership – Redefining the Rules of Business. Forever. <i>Patrick D. Cowden</i>
17:15 - 18:15	Guided Tour Porsche Museum
18:15 - 21:00	Dinner Buffet / Get-Together / Shuttle Service from Porsche Museum to Hotel

Friday, Sept. 19 – Conference and Workshops at Holiday Inn

	Session 1 / Room „Da Vinci“	Session 2 / Room „Renoir“	Session 3 / Room „Miro“
08:00 - 08:30	Registration (Foyer)		
08:30 - 09:15	Connected Production (Industry 4.0) and Lean Management <i>Bernd Häuser</i>		
	Session Topic: Improvement KATA	Session Topic: Teaching Lean	Session Topic: Lean and Project Management
09:30 - 10:00	Toyota KATA & TWI J-programs. Lessons learned so far and how do these connect? <i>Joakim Bjurström</i>	Lean Leadership for Middle Managers – Overview of 8 years of Lean Academies <i>Marie-Pia Ignace</i>	Praxis-based Structured System of Implementation of Lean Methods into the Project Management Environment <i>Svetlana Slitnikova / Thomas Schaper</i>
10:00 - 10:30	Developing Competencies for Systemic Continuous Improvement Processes <i>Jochen Deuse et al.</i>	Experience from Teaching Lean Warehousing in Lectures and Labs <i>Melanie Schwab</i>	Blending Gemba Coaching and Classroom Learning <i>Peter Ward</i>
10:30 - 11:00	Break		
	Session Topic: Lean Simulation and Games	Session Topic: Lean Programs at Universities	Session Topic: Lean Specials
11:00 - 11:30	Dojo: Practical Action Learning as a Key Enabler for Implementing the Lean Principles in Product Development Processes <i>Giovanni Capozza / Paolo Sganzerla</i>	Delivering the Masters in Lean <i>John Bicheno</i>	Roadmap to Implement Lean Healthcare in a Public Hospital <i>Julio J. Garcia-Sabater / José P. Garcia-Sabater</i>
11:30 - 12:00	Learning Lean Through Experience: Fad or Fab? The Lean Experience Factory Case Study <i>Alberto Felice De Toni / Giovanni De Zan / Andrea Fornasier</i>	Development of a Lean Management Program at Singapore Management University: A Pilot Program in the Li Ka Shing Library <i>Tamera Hanken</i>	The Lean QRM Experience <i>Jannes Slomp / G. Oversluizen / Vincent Wiegel</i>
12:00 - 12:30	A Straightforward and Engaging Approach for Stimulating the Right Habits and Making Lean Thinking Stick <i>Joakim Ahlström</i>	Practice-Oriented LEAN Education at the Faculty of Economics of the University of Miskolc <i>Viktor Molnar</i>	Manufacturing in the 21st Century and Lean <i>Ayperi Okur</i>
12:30 - 13:30	Lunch Buffet		
13:30 - 15:00	Workshop: Toyota KATA in Higher Education Experiential Learning of Lean in Higher Education: The Toyota KATA Approach <i>Dennis Gawlik et al.</i>	Workshop: Beyond Lean Beyond Lean <i>René Junkes</i>	
15:00 - 15:30	Break		
15:30 - 16:00	Get Out of the Lecture Room, Start to Learn on the Gemba <i>Tomasz Koch</i>		
16:00 - 16:20	Lean Education: Reflection and Looking Ahead <i>Mike Rother</i>		
16:20 - 16:45	Summary and Farewell <i>John Shook / Constantin May</i>		

Pre-Conference Workshops

Workshop 1:

Improvement KATA with Live Simulation

During this workshop, participants will ...

- Obtain a basic understanding of the **Improvement KATA** trajectory
- Have an appreciation for the value of the **Coaching KATA** methodology
- **Participate in a 4-round simulation** that is unknown in Europe up to now
- Gain an appreciation of how the **Improvement and Coaching KATA** can rejuvenate a Lean Initiative and provide a basis for moving confidently and successfully into your future

Are you searching for an answer to: „How can our continuous improvement process survive and thrive?“ The Improvement KATA addresses this challenge by providing the framework for a sustainable problem solving culture incorporating targeted experimentation and personal learning. In this practical workshop you will learn about two specific behavior routines, or KATA. First, the Improvement KATA is a repeating routine of establishing challenging target conditions, working iteratively through obstacles and learning from problems encountered along the way. Second, the Coaching KATA is a pattern of teaching the Improvement KATA to employees at every level, ensuring that it permeates their thinking and actions.

Participation in the **Improvement KATA** simulation makes it easy to understand how the KATA components come together. **The interactive simulation brings KATA „to life“** as team members systematically improve their way toward a target condition by using the Improvement KATA steps.

If you are seeking a better way to lead, manage and develop people to produce continuous improvements with superior results, this session is for you!

Your trainers:



Brandon Brown, P.E.



Emiel van Est



Wednesday, Sept. 17
08:15 - 17:00
Holiday Inn, Room Vargas

Course agenda

- KATA Overview
- Direction
- Current Condition
- **Round 1 Simulation** (block diagrams, obstacles, exit-cycle times, run charts)
- **Round 2 Simulation** (planned cycle time, run charts, current conditions)
- Target Condition
- PDCA Cycles (systematic iteration)
- **Round 3 Simulation** (1st PDCA on a selected obstacle)
- Coaching KATA
- **Round 4 Simulation** (2nd PDCA on a selected obstacle)
- **Participants experience the roles of Learner and 1st Coach**
- **Overview of La-Z-Boy's KATA Journey**
 - Examples of La-Z-Boy and other company KATA deployments and details of their journey
 - Participants share individual/team observations and participate in group Q&A
 - Wrap up, evaluations and feedback

Who should attend?

- Leaders who are responsible for setting a new direction for how their organization views **management, improvement, adaptiveness and innovation**
- Anyone interested in learning how to focus their valuable and, oftentimes, limited resources on **only those specific obstacles** that lie along the path that leads toward the accomplishment of their Vision/Challenge
- Those wishing to engage their teams in **daily PDCA** continuous improvement activities that will guide them along their Lean Journey's path to perfection



Pre-Conference Workshops

Workshop 2:

Plant tours to TRUMPF and RITTER SPORT

Facts and figures about the high-technology company TRUMPF

TRUMPF is a global high-technology company with about 9,900 employees and sales of 2.34 billion euros. As world technological and market leader, TRUMPF offers products and services for production technology that are used in almost every sector of industry. Machine tools for flexible sheet metal processing form the core business of TRUMPF. The product portfolio includes machines for bending, punching and forming, for laser processing and for combined punching and laser processing. Standardized system components enable the most diverse automated production solutions. In the laser technology business field, TRUMPF provides high-performance CO₂ lasers, disk and fiber lasers, rod and direct diode lasers, ultrashort pulse lasers, marking lasers and marking systems. The product range also features laser systems for cutting, welding and surface processing of 3D components. The product

pallet of the electronics business field includes DC, high and medium frequency generators for inductive material heating, surface coating and surface processing via plasma technology, as well as for laser excitation. In the medical technology business division, TRUMPF focuses on system solutions for operating rooms and intensive care units. The portfolio includes operating tables, operating lights, ceiling-mounted workplace solutions, camera- and assistance-systems. The family company is headquartered in Ditzingen near Stuttgart, Germany. The TRUMPF Group is represented by around 60 subsidiaries and agencies in almost all the countries of Europe, in North and South America, and in Asia. Production facilities are located in Germany, China, France, Great Britain, Japan, Mexico, Austria, Poland, Switzerland, the Czech Republic and the USA.

Lean at TRUMPF

SYNCHRO is the Lean management system of TRUMPF based on the Japanese Kaizen concept. For 15 years TRUMPF has relied on SYNCHRO to continuously refine processes in its production and administrative areas. SYNCHRO focuses on customer demands and contains the following principles:

- Process excellence: Synchronization of all processes by flowing, takt, pulling and zero-error
- Management excellence: Shopfloor management using transparency and clearly defined target situations
- Behavior excellence: Constant reduction of waste through structural solutions for problems. Today all the production facilities of TRUMPF as well as the processes and staff of indirect departments (e.g. R&D, Sales, Services...) work with SYNCHRO and are constantly developed further.

Achieved success in production can be shown using the example of the TruLaser machine assembly. The transition from the traditional fixed station assembly to the flow-line assembly led to a significant improvement of important parameters: Inventory and the lead time were reduced by more than half, productivity per unit area and the annual quantity were more than doubled. It was largely thanks to SYNCHRO that TRUMPF won the award „Factory of the Year“ twice. Likewise SYNCHRO has been implemented in administrative areas.



Wednesday, Sept. 17

08:15 - 17:00

Companies **TRUMPF** and **RITTER SPORT**

Facts and figures about the chocolate manufacturer **RITTER SPORT**

RITTER SPORT is a family-owned chocolate manufacturer located in Waldenbuch outside Stuttgart, Germany. Its 1.200 employees achieved a turnover of 380 million Euros in 2013. The Ritter family started producing chocolate in 1912 and up to now, Ritter Sport continues to be owned and managed by family members, namely Alfred T. Ritter and his sister Marli Hoppe-Ritter. They represent the third generation of the chocolate legacy.

What makes the brand RITTER SPORT unique can be briefly explained by its slogan 'Quality. Chocolate. Squared.' The quality of the square chocolate bars is not only determined by the specifically chosen ingredients from all over the world but also by the manufacturing process and the recyclable, differently colored wrappers that express the variety of the product range. RITTER SPORT's product portfolio ranges from the most common 100 gram basic assortment with 24 different flavors over the promotion flavors in spring, summer and winter to the big chocolate square of 250 gram, the mini bars, chocolate cubes and the organic product

line 'RITTER SPORT Bio'. Being manufactured at the only production site in Waldenbuch, the chocolate is delivered to retailers in roughly 100 countries worldwide. Four sales subsidiaries are located in Austria, Italy, the Netherlands and Russia.

RITTER SPORT's activities are highly influenced by the concept of sustainability. Within this context the company initiated a project called 'Cacaonica' already 25 years ago. Based in Nicaragua, the project helps local farmers to cultivate and to market cocoa beans in a way that natural forest resources are protected and economic advantages for the farmers can be achieved. Nicaragua is also the place where Ritter purchased 2.000 hectares of land in 2012 to start its own cultivation of cocoa based on ecological principles. Besides its environmental efforts, RITTER SPORT shows much concern for employees' needs which is demonstrated by the company's work-life-balance program. One main idea of the program is the compatibility of family and career.

Lean management at **RITTER SPORT**

RITTER SPORT started implementing Lean management ten years ago. In order to meet customer demands, to increase flexibility and due to its own commitment to high-level quality and freshness of the products, the production system has been gradually changed from push to a consistent pull concept. The main principles of RITTER SPORT's Lean journey include:

- Understanding of Lean basics: elimination of waste in order to increase the proportion of added value
- Successful implementation of Lean tools like SMED, SixSigma and monitoring of the overall equipment efficiency (OEE)
- Establishing thinking about continuous improvement with reference to key processes to achieve strategic goals



RITTER SPORT's key to success of Lean management is not about implementing Lean tools alone, but rather about a shared Lean philosophy and more important about employee mobilization. Through specific trainings employees are encouraged to make improvements at their own gemba with the help of trained mentors. Although the main focus of Lean management is on the areas of production and logistics along the value chain, there has been a shift to the administrative areas by means of process transparency and optimization.



Pre-Conference Workshops

Workshop 3:

Trip to the Learning factory and Learning office at CETPM

After a 2 hours trip by bus to the CETPM you are able to view and experience the Learning Factory and Learning Office.

What is the learning factory?

The learning factory is an innovative centre for continuing education, which provides training for the tools crucial to operational excellence. Just like an apprenticeship would teach you the trade, the learning factory will give you the tools to successfully implement change in your organisation. It is not limited to change actual fabrication processes, but will rather address the organisation as a whole, from receiving goods for processing to shipping and handling after production.

What is our didactical approach?

The participants experience a new dimension of learning. By experiencing hands-on training in the learning factory, they are sensitized for necessary improvements. Our well acknowledged experts convey tools and methods for change, which can be intensified by practical experience and hands-on training in the same program. Participants work in teams, compiling ideas for improvement and can then implement those in their own

organisations with the help of our transfer-coaches. Each participant takes on different roles and experiences the transformation from different angles.

Improvement projects and seminars inside your organisation – under guidance of our coaches – will give you a chance to implement the contents as well as adjust them to your specific needs. This concept ensures the biggest possible learning effect.

Continuing education in the learning factory – your added value:

If you are looking to eliminate waste and loss of productivity in your plant, the learning factory program is right for you. This will help you lower your costs and increase your productivity – for you and your staff.



Wednesday, Sept. 17

08:15 - 17:00

CETPM Campus

What is the learning office?

Just as the learning factory concentrates on the production cycle, the learning office ensures that all the administrative processes of your organisation will succeed in operational excellence. We offer a real-life office environment with all the relevant steps, from taking a customer order to processing the order and issuing the invoice. All theoretical contents can be applied immediately! Our goal is to identify waste and losses in the administrative process and help you eliminate them.

Due to the realistic learning experience, the results are lasting.

What is our didactical approach?

The participants experience a new dimension of learning. By experiencing hands-on training in the learning office, they are sensitized for necessary improvements. Our well acknowledged experts

convey tools and methods for change, which can be intensified by practical experience and hands-on training in the same program. Participants work in teams, compiling ideas for improvement and can then implement those in their own organisations with the help of our transfer-coaches. Each participant takes on different roles and experiences the transformation from different angles.

Improvement projects and seminars inside your organisation – under guidance of our coaches – will give you a chance to implement the contents as well as adjust them to your specific needs. This concept ensures the biggest possible learning effect.

Continuing education in the learning factory – your added value:

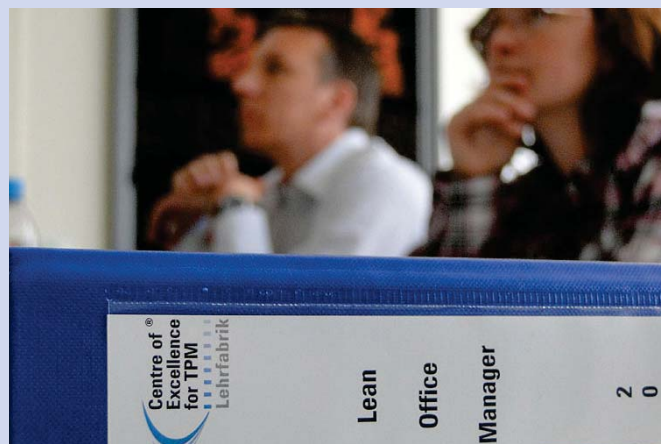
If you are looking to eliminate waste and loss of productivity in your administration, the learning office program is right for you. This will help you lower your costs and increase your productivity – for you and your staff.

The learning factory of the CETPM

- convey a holistic approach to operational excellence and office excellence (integration of TPM, Lean, Kaizen and Six Sigma)
- offer a realistic copy of an actual production from beginning to end in the factory and a real-life office setting in the learning office
- offer a complete transfer process to a waste-free production line and effective office
- give every participant the chance for hands-on training
- offer support for all participants between seminars and classes during the transfer process in organisations
- will issue a certificate after successful completion

The learning office of the CETPM

- convey a holistic approach to operational excellence and office excellence (integration of TPM, Lean, Kaizen and Six Sigma)
- offer a realistic copy of an actual production from beginning to end in the factory and a real-life office setting in the learning office
- offer a complete transfer process to a waste-free production line and effective office
- give every participant the chance for hands-on training
- offer support for all participants between seminars and classes during the transfer process in organisations
- will issue a certificate after successful completion



Conference - Day 1 at Porsche Museum

Thursday, Sept. 18 - Keynotes and Presentations

08:15 - 09:00	Shuttle Bus from Hotel to Porsche Museum / Registration at Info Desk in Porsche Museum
09:00 - 09:15	Welcome Note Constantin May / Peter Ward
09:15 - 10:00	Lean Thinking: Trends, Challenges and Opportunities for Education • The State of Lean: In General, Sectors, Geography / In Academia • Trends: Lean Product & Process Development / Lean Startup • The Future – Challenges and Opportunities: In General / In Academia <i>Keynote by John Shook, Lean Enterprise Institute, Cambridge, USA</i>
10:00 - 10:30	Lean Thinking in High Schools? The Experience of the Lean Education Network Torino • Lean: proposed by entrepreneurs, embraced by teachers and students • The Lean Education Kit: learning without getting bored • A new frontier: Toyota KATA on real school processes • Lessons learned and next challenges • The Lean Education Network Torino <i>Giorgio Possio, Lean Education Network Torino, Italy</i> <i>Sigfrido Pilone, ASSOCAM Scuola Camerana VET, Italy</i>
10:30 - 11:00	Break
11:00 - 11:30	Lean Training – Using Games for Training • Why Games for Training • Case Lean Game University Admissions: structure of game, how is it used • Facilitators role in games • Important design parameters of successful games • Benefits and pitfalls of using games in Lean transformation <i>Joakim Hillberg, Revere AB, Göteborg, Sweden</i>
11:30 - 12:00	Training Transfer Breakdowns in Lean Roll-Outs • The roll-out of Lean productions systems in complex organizations • Lean roll-outs as knowledge transfer and diffusion processes • Training transfer breakdowns in Lean roll-outs • Improving training effectiveness in Lean production systems' roll-outs • Examples from the industrial and service industries <i>Arnaldo Camuffo, Bocconi University, Milan, Italy</i>
12:00 - 13:15	Lunch Break
13:15 - 13:45	Vital Behaviors – The Key to Continuous Improvement • Culture Change: Focus on vital behaviors • From solution oriented to root cause oriented • Sustainability: Continuity of setting challenges • Management sets priority: make sure it's on improvement <i>Tilo Schwarz, www.LERNZONE.com, Germany</i>

13:45 - 14:15	Anti-Norton and De-Kaplan: Periodic System of Lean Management of Sustainable Development. The Orgprom Matrix • Why is the system of “balanced” scorecards unbalanced from birth and is now becoming a grave-digger to capitalism • Improvement opportunities of balanced scorecards • What should a really balanced score system look like to facilitate our way to continuous improvement and sustainable development • The Periodic System of Lean Management of Sustainable Development • Orgprom Matrix: 3 macro value streams Alexey Baranov, Orgprom Group, Yekaterinburg, Russia
14:15 - 14:45	What Makes Lean Viable and how it Should Change the Way we Teach Lean? • Complexity theory and understanding the Roman empire’s collapse and what does that have to do with Lean • How to generate mental energy in a social system based on experience and research • What makes a system viable – a system is more than the sum of its parts • Understanding Lean as a system • Why and how should this change the way we teach Lean • Open questions about Lean sustainability and new approaches to teaching Lean Teemu Toivonen, Nitor Delta Ltd., Helsinki, Finland
14:45 - 15:15	Break
15:15 - 15:45	Toyota KATA – Habits for Continuous Learning and Improvements • What are the habits, routines and behavior patterns needed to strive for excellence every day? • How do we create a culture of continuous learning and improvement? • The Improvement KATA and the Coaching KATA • The KATA in knowledge work context • How to start applying the Improvement KATA and Coaching KATA tomorrow Håkan Forss, Avega Group, Stockholm, Sweden
15:45 - 16:15	Toyota KATA as Kaizen Blitz – A Rapid Way to Create Significant Improvements • A case study of Carletti Denmark • New ways to use the Toyota KATA method • How to train the companies own coaches • Gain from unsuccessful experiments with unexpected result • How we reduced costs and increased capacity Egon Kjaer Jensen / Morten Friis Jacobsen, Lean Akademiet, Copenhagen, Denmark
16:15 - 17:15	Beyond Leadership – Redefining the Rules of Business. Forever. • Our Lean reality today • People-Oriented future • Connecting our Potentials • The path to a better World Keynote by Patrick D. Cowden, Beyond Leadership
17:15 - 18:15	Guided Tour Porsche Museum
18:15 - 21:00	Dinner Buffet / Get-Together
Shuttle Bus from Porsche Museum to Hotel starting from 18:30 until 21:00	

Conference and Workshops at Holiday Inn

Friday, Sept. 19

	Room „Da Vinci“	Room „Renoir“	Room „Miro“
08:00 - 08:30	Registration (Foyer)		
08:30 - 09:15	How Connected Industry supports a Lean Production • Megatrends in a highly Connected World • Influences on Production • Success Criteria for a Connected Lean Production <i>Bernd Häuser, Robert Bosch GmbH, Stuttgart, Germany</i>		
	Session 1 Topic: Improvement KATA Host: Arnaldo Camuffo	Session 2 Topic: Teaching Lean Host: Ralph Kriechbaum	Session 3 Topic: Lean and Project Management Host: Peter Ward
09:30 - 10:00	Toyota KATA & TWI J-Programs. Lessons Learned so far and how Do these Connect? • TWI and the connection to Lean • It's all about creating patterns • A learning leadership, every day • The threshold of knowledge • Experiences so far <i>Joakim Bjurström, Leanab AB, Halmstad, Sweden</i>	Lean Leadership for Middle Managers – Overview of 8 years of Lean Academies <i>Marie-Pia Ignace, Lean Institute France, France</i>	Praxis-based Structured System of Implementation of Lean Methods into the Project Management Environment • Evolution of Lean Thinking: Manufacturing, Construction, Project Management • Lean Project Management training and coaching system of MBtech Group • Tools explaining the benefits of Lean management techniques and assisting cultural change • Characteristics of implementing Lean Project Management methods for companies of different branches, sizes and economic conditions • Difference and similarities for implementing Lean in German and international projects • Lessons learned <i>Svetlana Slitnikova / Thomas Schaper, MBtech Group GmbH & Co. KGaA, Sindelfingen, Germany</i>
10:00 - 10:30	Developing Competencies for Systemic Continuous Improvement Processes • The challenge to link continuous improvement activities and organizational goal direction • Competencies in systemic improvement activities from an academic and industrial perspective • Didactical settings to develop these competencies at TU Dortmund University • Lessons learned from continuous improvement processes based on a case study • Future education requirements <i>Jochen Deuse / Marlies Steffen / Yvonne Finke, TU Dortmund University, Institute of Production Systems, Germany; Sabine Hempen, WILO SE, Dortmund, Germany</i>	Experience from Teaching Lean Warehousing in Lectures and Labs • Status of Lean Warehousing in practical use and teaching • Developing a Lean Warehousing Lab at KIT • Lessons learned • Future plans <i>Melanie Schwab, Karlsruhe Institut of Technologie (KIT), Institute for Material Handling and Logistics (IFL), Germany</i>	Blending Gemba Coaching and Classroom Learning • Finding the right balance of classroom efficiency and one-on-one coaching • Standardized work for coaches • Importance of following a rubric to enforce learning objectives • Use of A3 as a common method • Teaching students to coach <i>Peter Ward, Ohio State University, USA</i>
10:30 - 11:00	Break		

	Room „Da Vinci“	Room „Renoir“	Room „Miro“
	Session 4 Topic: Lean Simulation and Games Host: Arnaldo Camuffo	Session 5 Topic: Lean Programs at Universities Host: Ralph Kriechbaum / Mike Rother	Session 6 Topic: Lean Specials Host: Peter Ward
11:00 - 11:30	Dojo: Practical Action Learning as a Key Enabler for Implementing the Lean Principles in Product Development Processes - Conventional and unconventional training: the DOJO Concept - Educational principles for effective training - Affecting the organizational behaviors of individuals - How to conceptualize and internalize what has been learned - Real cases from JMAC Europe workshops Giovanni Capozza / Paolo Sganzerla, JMAC Europe, Milan, Italy	Delivering the Masters in Lean - The development and evolution of the course - The use of consultants as lecturers - On-site exercises and games that are played during the course - The integration of new developments such as A3, TWI, Lean accounting, and Lean IT - The integrated capstone exercise John Bicheno, University of Buckingham, UK	Roadmap to Implement Lean Healthcare in a Public Hospital - How to teach Lean to physicians and nurses - Lean introduction in a public hospital - Value chain in a public hospital - Lessons learned Julio J. Garcia-Sabater / José P. Garcia-Sabater, Universidad Politécnica de Valencia, ROGLE Departamento Organización de Empresas, Spain
11:30 - 12:00	Learning Lean Through Experience: Fad or Fab? The Lean Experience Factory Case Study - Synthesis of the main sequential learning models and Lean management models and frameworks - The 8-phases learning path - The Lean Management Model - Operative Tools of the framework - Lean Experience Factory case study Alberto Felice De Toni / Giovanni De Zan, University of Udine, Italy; Andrea Fornasier, Lean Experience Factory, Italy	Development of a Lean Management Program at Singapore Management University: A Pilot Program in the Li Ka Shing Library - Development of a Lean Management Program - Implementation and pilot of the program in the Library - Objectives of the pilot - Outcomes and lessons learned Tamera Hanken, Singapore Management University, Singapore	The Lean QRM Experience Jannes Slomp / G. Oversluizen / Vincent Wiegel, HAN University of Applied Sciences; Faculty of Technology, Arnhem, Netherlands
12:00 - 12:30	A Straightforward and Engaging Approach for Stimulating the Right Habits and Making Lean Thinking Stick - Back to basics - No more hassle - Perfecting the flow - Power to the people Joakim Ahlström, C2 Management AB, Sweden	Practice-Oriented Lean Education at the Faculty of Economics of the University of Miskolc - Effect of multinational companies on Lean education in Hungary - Development of practice-oriented Lean education at the University of Miskolc - Combination of classroom education and in-field practice - Students on the labour market Viktor Molnar, University of Miskolc, Faculty of Economics, Hungary	Manufacturing in the 21st Century and Lean Ayperi Okur, Turkish Lean Institute, Turkey
12:30 - 13:30	Lunch Buffet		
13:30 - 15:00	Workshop (Room Da Vinci): Experiential Learning of Lean in Higher Education: The Toyota KATA Approach - Integrate theory with experiential learning during the course - Apply distinctive philosophy about developing people - Apply the KATA approach in actual organizations for joint learning on real world problems or personal issues Dennis Gawlik / Eduardo Lander / Joshua Ma / Betty Grattopp, University of Michigan / Zingerman's Mail Order, USA Workshop (Room Renoir): Beyond Lean - Introduction to BEYOND LEAN - The potential of highly connected people - The ingredients of connectivity - Practical experience of the process René Junkes, Beyond Leadership, Germany		
15:00 - 15:30	Break		
15:30 - 16:00	Get Out of the Lecture Room, Start to Learn on the Gemba - Value Stream Mapping student team projects on the companies' premises (WUT) - B.Sc. and M.Sc. theses based on the Lean projects in companies (WUT) - Public Lean workshops on the companies' premises (LEI Polska) Tomasz Koch, Wroclaw University of Technology and Lean Enterprise Institute Polska, Poland		
16:00 - 16:20	Lean Education: Reflection and Looking Ahead Mike Rother, University of Michigan, USA		
16:20 - 16:45	Summary and Farewell – <i>John Shook / Constantin May</i>		

Our Speakers and Trainers



Joakim Ahlström

Joakim Ahlström has helped several European and Asian companies, both manufacturing and service organizations, to achieve long-term improvement in performance by supporting the development of a high performance improvement culture. He is one of Sweden's most popular inspirational speakers and an appreciated business coach.

Joakim has authored the book „Best in the World – A Practical Guide to Creating and Sustaining a Continuous Improvement Culture” which has been sold in more than 10 000 copies in Sweden and will be published at McGraw-Hill in October 2014.



Alexey Baranov

Mr. Alexey Baranov is Director General, Senior Trainer and Consultant at Orgprom Group. He acts as a Chairperson of the National Public Movement “Lean Forum. Lean Production Professionals”, a member of the Supervisory Board of the Gastev Cup Competition, and a Chairperson of the Program Committee of the Russian Lean Forum. Mr. Baranov wrote dozens of articles on operational and strategic management, sustainable production systems development, policy

deployment, and continuous improvement. He has spoken at several international conferences including the Adam Smith Conference, Tampere Manufacturing Summit 2011, GRI Global Conference on Sustainability and Reporting in Amsterdam (2013) and MANUFUTURE 2013 in Vilnius, Lithuania. Mr. Baranov was recognized for his achievements in the rating of “Industrial Elite of Russia – 100 Best Production Managers” – being the only consultant and public character there.



John Bicheno

John Bicheno is a professional engineer who has been working with what became known as Lean since 1985 when he began learning from Toyota South Africa.

He spent 15 years with Lean Enterprise Research Centre, Cardiff Business School and ran the MSc in Lean there for 12 years.

Since 2013 he has been Director of the MSc in Lean Enterprise at the University of Buckingham.

He is the author of several books in the Lean area including ‘The Lean Toolbox’ (cumulative sales exceeded 100k copies in November 2013), ‘Service Systems Toolbox’, and ‘The Lean Games Book’

He is still learning about Lean.



Joakim Bjurström

Joakim has a long and solid background in a manufacturing company in Sweden. There he made a successful Lean transformation, from 2002 to 2007.

He has been working as a Lean consultant since 2007, helping numerous companies on their way, both in Manufacturing- and Service-organizations. As a coach in the Swedish program “Produktionslyftet” he has

coached almost 20 companies during an 18-month journey.

Joakim is also an appreciated teacher at the University in Växjö. Joakim holds a Lean Bronze Certificate, has a Lean Six Sigma Black Belt and is a Certified TWI Trainer for Job Instruction.



Brandon Brown

Brandon Brown, P.E. serves as Kata Coach and Business Development Associate for the W3 Group, LLC. Brandon received a Masters in Engineering from the University of Arkansas and brings 18 years manufacturing and engineering experience to the AMS staff. Prior to joining AMS Brandon worked in Operations with Central States Manufacturing and

has served as a visiting professor at the University of Arkansas teaching Operations Management courses. Brandon serves as SE Board Member from The Association for Manufacturing Excellence. He has spent the past three years working with companies implementing Lean and Toyota Kata.



Arnaldo Camuffo

Arnaldo Camuffo (PhD) is Professor at Bocconi University, Milan, Italy, where he teaches Lean Management. An MIT graduate, after joining the International Motor Vehicle Program at MIT in the early 1990, he has studied the Toyota production system and its application in Italian firms across the world and published books, essays and articles on the topic. His latest forthcoming book („The art of improving.

Staying competitive with Made in LeanItaly“) provides a historical perspective and state of the art of the Italian Lean movement. Since 2007 he has lead the Italian Lean Management Institute within the Lean Global Network helping several organizations in their Lean transformations.



Giovanni Capozza

Giovanni Capozza, holds a Ph.D. in Chemistry and achieved an MBA at Politecnico of Milano; he has been working as a consultant in JMAC Europe in continuous improvement and processes optimization projects since 2007, in Italy and in other European countries.

His main focus is on Lean methods application, both for R&D and Supply Chain processes, aiming at the

improvement of operational performances (QCT) together with the parallel goal of coaching people. Within JMAC, he is also the main teacher of the training workshop for R&D personnel based on the “Kart Factory”: a real production line developed by JMAC for Experiential training on Lean matters.



Alberto Felice De Toni

Alberto F. De Toni, Ph.D., is Rector of the University of Udine where he is Professor of Complexity Management. The main scientific interests are: operations, strategic and innovation management, management of complex systems.

His publications have appeared in various international journals, such as International Journal of Operations and Production Management, International Journal of Production Research, International Journal of Production Economics, Omega and Technovation.



Giovanni De Zan

Giovanni De Zan has a Master degree in mechanical engineering. Actually is a Ph.D. candidate in industrial and information engineering at the University of Udine.

His main scientific interests are: Lean management, strategic management and management of complex systems.



Jochen Deuse

Univ.-Prof. Dr.-Ing. Jochen Deuse was born in 1967 and holds a diploma in Mechanical Engineering from TU Dortmund, University. He received his doctoral degree at RWTH Aachen University, Laboratory for Machine Tools and Production Engineering (WZL), in 1998. In the following seven years, he has held senior management positions in the Bosch Group in Germany and Australia.

Since 2005, Jochen Deuse is head of the Institute of Production Systems (formerly Chair of Industrial Engineering), TU Dortmund University, Germany. The Institute is concerned in teachings and research with Work System Design, Time and Motion Studies, Automated Process Technology, Digital Factory – Automation Systems, Digital Factory - Assembly Process Planning, Robot Systems and Systems Engineering.



Yvonne Finke

Yvonne Finke was born in 1984 and holds a diploma in Industrial Engineering and Management from TU Dortmund University. She works as a research assistant at the Institute of Production Systems, TU Dortmund University. Besides her responsibility to coordinate and improve the quality of the Institute's courses and teaching activities she has an active role as supervisor and coach. During regular coaching as

well as the implementation of improvement routines in different companies she has developed a deep understanding about continuous improvement. In several projects with small and medium sized companies she supported and moderated the peer consulting of change processes. To include a systemic point of view to improvement activities she developed a new didactical setting for Lean Practitioners.



Andrea Fornasier

Andrea Fornasier has a Master degree in engineering management and a Ph.D. in industrial and information engineering. Actually project manager in Unindustria Pordenone and responsible of education unit. The main scientific interests are: knowledge management, innovation management and Lean management.

In 2011 he supports the implementation of Lean Experience Factory, a model factory developed in partnership among McKinsey & Company, Unindustria Pordenone and some other local stakeholder. He is a member of the advisory board of Lean Enterprise Center of CUOA.



Håkan Forss

Håkan Forss is a Lean/Agile Coach, public speaker and author. He coaches, mentors and teaches Lean/Agile thinking, methods and tools to leaders, organizations and teams. He develops people's ability to continuous learn and improve how work is done. Håkan has over 20 years' experience in the software and product development area.

Håkan is an active member of the Kanban, Lean and Agile communities. He is an Accredited Kanban Trainer (AKT), a Kanban Coaching Professional (KCP) and he serves in the Kanban Coaching Professional Advisory board. He was also nominated for the Brickell Key Award 2013 and 2014.



José P. Garcia-Sabater

José P. Garcia-Sabater is Professor of Operations Management in the Departamento de Organización de Empresas at the Universidad Politécnica de Valencia (Spain), where he currently is the Head of Department. He received his Ingeniero Industrial Degree and his PhD from the Universidad Politécnica de Valencia. He also received a Combined Eng Degree from Coventry University (UK). Professor Garcia-Sabater's research and teaching interests are in the areas of supply chain

management, Lean management, and complexity. His work has appeared in journals such as European Journal of Operational Research, International Journal of Production Economics, Production Planning and Controls, European Journal of Industrial Engineering among others. He regularly works with companies at the automotive sector such as Ford, Faurecia, Jonson Controls.



Julio J. Garcia-Sabater

Julio J Garcia-Sabater is lecturer at the Department of Business Organization in the Universidad Politécnica de Valencia (Spain). He lectures on management and Lean manufacturing. He is foundation member of Research Group ROGLE where he develops his activities in different projects.

His main research fields are Continuous improvement and Lean manufacturing systems. With regard to these areas she has participated in public and private subsidy projects for some companies in Spain



Dennis Gawlik

Dennis Gawlik has acquired operational and Lean knowledge during 30+ years in operations, supply management and transportation, initially as a logistics supplier to Toyota Motor Co. in Georgetown, KY in the early 1990s. Dennis has led operational organizations, as well as Toyota Way process efforts at a variety of Fortune 500 organizations such as Amazon.com and Starbucks, and most recently as an internal Lean consultant at Liberty Mutual Insurance. Dennis has

taught sustainable and Lean operations and supply management at several universities – the last 10 years at Pinchot University / Bainbridge Graduate Institute (BGI), the United States' first sustainable MBA program. Dennis received a BA from Northwestern University in Economics and Geography, a Graduate Degree in Business from the University of Toronto and a MS in Business Logistics from Penn State. He lives on Bainbridge Island, WA with his family.



Betty Gratopp

Betty Gratopp is the lead production manager at Zingerman's Mail Order, an online gourmet food shop located in Ann Arbor, Michigan. Zingerman's Mail Order has annual sales of \$16 million and offers about 1,000 different products ranging from fresh bread to aged cheese to estate-bottled olive oils. Orders are shipped five days per week via courier all across the US. Daily order volumes are highly variable, ranging from 100 to 15,000 boxes and there is extreme seasonal variability

as well, with over 50% of the year's revenue happening in the last six weeks of the year. Betty oversees a crew of 50 and a part-time seasonal crew of 400. Betty has been the lead implementer and developer of Zingerman's Mail Order's Lean transformation, now in its 11th year. She runs several Kata teams, creates and steers all long term planning, and teaches regular classes to her crew and outside organizations.



Bernd Häuser

Dr. Häuser studied Physics at the University of Giessen (Germany) and Harvard University (UK), he completed his studies in Giessen with a degree in solid state physics and did doctorate work at the University of Twente (Netherlands) in low-temperature physics. Mr. Häuser started his professional career in 1989 at IBM. He had various positions in semi-conductor manufacturing in Böblingen (Germany) and Burlington (USA) until 2000 when he started at the BOSCH

Group - semi-conductor plant in Reutlingen (Germany) as department manager. After three years he took over plant management in Rtp1. In January 2010, Mr. Häuser took over the corporate responsibility of Manufacturing Coordination, Production System Development and Investment Planning for Bosch. Mr. Häuser is married and has two children. His hobbies include flying (private pilot), hiking, dancing, skiing and his family.



Tamera Hanken

Tamera Hanken is Head of Information Access and Resources at the Li Ka Shing Library, Singapore Management University. She has over 20 years of management experience in a variety of library settings: academic, public, government and nonprofit. She holds Master's degrees in Library Science and Public

Administration and a post graduate degree in Supply Chain Management (Lean Operations). Her strengths and focus is in teaching staff to apply and assimilate the principles and tools of Lean to stimulate and then sustain a culture of continuous assessment and improvement.



Sabine Hempen

Since February 2013, Dr. Sabine Hempen is responsible for implementation of Lean strategies in terms of future value streams and developing related competencies of the WILo organization. As part of the Group Production Systems department, her activities include coaching of production business units in policy deployment processes, implementation of continuous improvement processes and development of Lean standards within the WILo production system (WPS). One of her main

projects was the development of a global production strategy for the Wilo site network (production footprint). From 2007 to 2013 Sabine Hempen worked at the Institute of Production Systems (IPS, University of Dortmund) as a scientific employee in the field of Lean Management, Industrial Engineering and work system design. In her PhD (finished in 2013) she developed an approach for specifying target conditions in context of short-cycled process improvement.



Joakim Hillberg

Joakim is an acknowledged leader in the area of Lean. His focus is building Lean capability through integrating training, implementing and coaching of clients. He has been involved in large scale improvements in over 15 countries in over 20 years in manufacturing, healthcare, service, television etc. He has extensive training from Japanese experts (Shingijutsu, Gemba Research, JMAC and at Toyota) and Global Lean experts. Joakim has written numerous articles, co-written books and

developed numerous on-the-job workshop trainings. He has developed and delivered different Lean management games and trained well over 400 game facilitators and organizations in Europe and Asia. His company Revere is an accredited Lean certifier according to Lean Competency System. Joakim sits on the board of Lean Forum, a Swedish Lean non-profit with over 5000 members. He has an MSc from Chalmers and an MBA from INSEAD.



Morten Friis Jacobsen

Morten Friis Jacobsen is a Management Consultant at Lean Akademiet, Denmark. He has implemented Lean in companies and organizations since 2011, besides teaching and training upcoming Lean Managers. Morten is a Manufacturing Engineer from the Technical University of Denmark and specializes in Planning, Innovation and Leadership. He has a background as an

entrepreneur and has completed International courses in business and entrepreneurship at Oxford Cambridge and RSA. Morten trained Lean at the University of Michigan. He is an expert in the implementation of Lean in manufacturing, where his professional scope makes him approach problems from different angles, and thus find solutions that sustain.



Egon Kjaer Jensen

Egon Kjaer Jensen is partner and owner of Lean Akademiet, Denmark. He has a career as Senior Consultant in Price Waterhouse Coopers, Partner I Implement Consulting Group and in Lean Akademiet. Previously he has worked as Logistics Manager, Plant Manager, General Manager and President of companies in Denmark and the USA.

Egon has specialized in Production Strategy and Lean Transformation. He has completed a number of Lean transformation projects and implemented new production strategies in Denmark, Indonesia, China and the USA. Egon has received the price for the best Management Consulting project from the Confederation of Danish Industry twice.



René Junkes

Over two decades René Junkes was collecting experiences in different cultures by working in countries like India, the UK and the USA. What drove him was the search for the core resting deep inside every human being: The hidden potential which wants to and can be revealed - which always manifests when we face our own fear. The knowledge he gained about the human nature during his cultural and social exchange finds its use in the world of companies nowadays. As an educated psychological Consultant, a graduated Mediator, a System Coach & Communication Trainer,

a Bachelor of Art in Entrepreneurship/Company Succession and a Master Transition Agent he supports people and companies in different industry sectors and sizes. In the past as a team leader and a Lean Consultant, today as a BEYONDER he stands for unfolding a motivating interaction climate and a highly flexible corporation. His uncompromising nature to facilitate a room of free development has already inspired many companies to live new principles based on the relationship with their own employees.



Tomasz Koch

Tomasz Koch is full professor teaching Management and Production Engineering study course students (B.Sc. and M.Sc.) at the Mechanical Engineering Faculty of the Wroclaw University of Technology, Poland. He is an author or co-author of over 100 scientific papers and articles and successfully supervised 13 PhDs. He is also president and co-founder of Lean Enterprise Institute Polska created in 2006 whose main purpose is to disseminate the principles and practices of Lean Thinking in companies and other organizations in Poland and to develop best managers. Before starting an independent Lean Institute Prof. Tomasz Koch created Lean Manufacturing Program at Wroclaw University of

Technology in 1999. The main focus of that program was to develop a lean training program offered by Wroclaw Centre for Technology Transfer. His team was supported by Lean Program of the Center for Manufacturing, University of Kentucky at that time. He holds M.Sc. in Applied Mathematics from Wroclaw University of Technology, a Ph.D. from the same university and D.Sc. from Technical University of Cracow both in Mechanical Engineering, and a professor title. He has international experience both in education and research from University of Stuttgart, Brunel University in London and being full time visiting associate professor at Central Connecticut State University.



Ralph Kriechbaum

After 17 years in industry Ralph Kriechbaum has accepted the offer for a professorship in Supply Chain Management and Value Adding Processes at the University of Applied Sciences in Rosenheim. In the twelve years prior, as the CEO of different German group companies abroad, Ralph has helped companies

and their employees to turn around their organizations following LEAN Management leadership principles. His strengths and fields of research lie in the hidden core of LEAN Management and the holistic transfer of knowledge about company leadership processes.



Eduardo Lander

Dr. Eduardo Lander is a Mechanical Engineer with a Master Degree from Cornell University. Eduardo worked as plant manager at a steel pipe mill in Venezuela where he began experimenting with Lean. Having Dr. Jeff Liker as an advisor, Eduardo received a Doctor of Engineering from The University of Michigan for his work implementing Lean in companies dealing with high variability in their sales and/or processes. Eduardo

spent over six years at Toyota's Technical Center in Brussels working in the Chief Engineer group directly on vehicle development projects, and in improving the quality of design and the development process itself. He is now an independent consultant leading Lean transformations mostly in small companies in the US and Europe.



Joshua Ma

Joshua Ma is a graduate student of Industrial and Operations Engineering at the University of Michigan and fellow of Tauber Institute. In 2014, Joshua has led a Lean improvement project at Zingerman Mail Order in Michigan, with the mentorship of Dr. Jeff Liker. Previously, Joshua worked at Cummins, a corporation

that designs, manufactures, distributes and services engines and related technologies. He has led several Lean transformation projects in the largest hospital in China as well as at other Fortune 500 manufacturers in Asia.



Constantin May

Prof. Dr. Constantin May graduated in industrial engineering and management at the University of Kaiserslautern and then became consultant at IDS Scheer AG. After working as a research assistant at the Catholic University of Eichstaett-Ingolstadt, Prof. May obtained his doctorate for his work on operations management. This was followed by a position as

head of division at the Schaeffler Group, taking him also to South East Asia for prolonged stays. Since 1999, Professor May is now teaching production management and logistics at Ansbach University of Applied Sciences. He has been the head of the CETPM since its foundation in 2005.



Viktor Molnar

Viktor Molnar was born in Miskolc, Hungary in 1980. Qualifications: MSc in Engineering and Management; MSc in Mechanical Engineering. Academic degree: PhD in Management and Organizational Science.

Education experience: Kecskemét College (Business Information Systems, Economics; from 2004 to 2010); University of Miskolc, Department of Production Engineering (Quality Assurance of Production Processes; from 2010 to 2013); Institute of

Management Science (Process Management, Project Management; from 2014)

He has taken part in several mobility programmes, projects connecting to education development and industrial R&D.

Major research areas: efficiency of production processes and systems, cutting edge quality assurance techniques and methods.



Sigfrido Pilone

Sigfrido Pilone is an Engineer graduated in 1989 at the Polytechnic of Turin. He then experienced, as industrial entrepreneur, the hybridization of Artificial Intelligence concepts to automatic systems and people management. Later he became head of production in a medium-sized company of luxury writing articles, and then head of marketing at Scuola Camerana, the VET center founded by Turin's Industrial Association, Mechanic/Mechatronic Group and Chamber of Commerce. When he got fascinated by Lean Thinking, Pilone obtained the Lean Knowledge Certificate by the

Society of Manufacturing Engineers and in 2010, when promoted General Manager of the school, started its Lean transformation. During his present term as GM, Scuola Camerana carried out the 4 year Lean Organization Programme, which recently led to the establishment of the Lean Education Network Torino, which the school joined as a founding member. The LEN is presently experimenting with Toyota KATA in high school processes, a method Pilone is simultaneously using in Camerana to transform people's behavior and improve processes.



Giorgio Possio

A graduate from the University of Turin, with a UC Berkeley MSc., since 1988 Giorgio Possio has been an industrial entrepreneur with the Italian automotive SME Spesso Gaskets Srl. He has over 15 years experience of close cooperation with a Japanese tier1 supplier to Toyota, which entailed exposure to the TPS and its managerial mindset. Following frequent visits to Japan for business and study tours, in 2005 he started a structured Lean transformation of his firm, which is

presently focusing on Lean Accounting and, above all, Toyota KATA. In the last 5 years, as Vice President of the Italian SMEs' Association, he actively promoted Lean among companies and education institutions, with very positive feedback in both cases. The enthusiasm raised among high school teachers and students led to the establishment of the Lean Education Network Torino, regrouping all major local institutions together with 15 High Schools and Turin's two Universities.



Mike Rother

Mike Rother is an engineer, researcher, teacher and author whose groundbreaking research and insights close the gap between the theory and practice of scientific thinking in both business and education. Rother is a best-selling author with previous affiliations with the University of Michigan, the Industrial Technology Institute, the Fraunhofer Institute and the Technical University Dortmund. His most recent

book, „Toyota Kata“ explains the Improvement Kata and Coaching Kata, which are teachable routines that make scientific working a daily habit and provide a clear path for leveraging human potential. Rother's book „Learning to See,“ co-authored with John Shook, is widely regarded as the standard explanation and user guide for the now-famous Value Stream Mapping method.



Thomas Schaper

Thomas Schaper is the Head of Lean Project Delivery team at MB-tech Group, GmbH, Operations. Former a 100% Daimler subsidiary, MBtech has long-standing experience with increasing efficiency in the automotive industry by means of state-of-the-art Lean methods and value stream analysis. This know-how is effectively transferred to the construction industry. Mr. Schaper is responsible for innovation in construction

using the knowledge, methods, and tools along the entire value chain. He has 28 years of experience in design, construction and project management. Since 2010 Thomas Schaper and his team are implementing Lean Project Management as a part of LPD to large industrial companies and clients all over the world. He is speaker at several congresses and lecturer at the University of Applied Sciences in Stuttgart.



Melanie Schwab

Melanie Schwab graduated from Universität Karlsruhe (TH) with a Master of Science in industrial engineering in 2007. Since 2008 she is working with the Institute for Material Handling at Karlsruhe Institute of Technology (KIT) and is head of the research group Logistics since 2012. Her focus of activity is Warehousing, particularly Lean Warehousing.

She worked on research projects as well as projects in cooperation with industries and gives trainings for companies. She also teaches students from different majors as well in classes as guiding them during projects and theses.



Tilo Schwarz

Tilo Schwarz is a Management Trainer and KATA Coach supporting managers to successfully lead cultural change and continuous improvement. He focuses on implementing management patterns for improvement and increasing target-orientated problem solving ability within teams. While being plant manager at Festool, he installed the Toyota KATA as the main problem solving-

and management-pattern establishing continuous improvement as a daily working routine throughout all processes and areas of the plant. This led to winning the 2008 A. T. Kearny manufacturing competition „plant of the year“ and a second place in the INSEAD/WHU contest „industrial excellence award“ in 2011.



Paolo Sganzerla

Paolo Sganzerla holds a master degree in Mechanical Engineering at Politecnico di Milano. Senior Consultant and member of JMAC Europe management team, he has run several Lean transformation projects on both manufacturing and service companies.

He is responsible for the development of the Lean practice in JMAC Europe and has been teaching Lean Manufacturing for several years at the master training

course of CUOA Lean Enterprise Center. He is master instructor at Kart Factory® the model factory of JMAC Europe, one of the pillars of the JMAC Dojo Training Methods.

Author of many papers and articles he also wrote the preface of the Italian version of Toyota KATA, the best-seller book by Mike Rother.



Svetlana Slitnikova

Svetlana Slitnikova graduated civil engineering faculty of Bauhaus University in Germany and Kuban State Technological University in Russia. Her specialisation is project management in construction, in particular Lean management. In her master thesis in collaboration between Bauhaus University (Weimar), Stanford University and MB-tech Group she analyzed the root causes towards Lean collaboration between production line and factory planning. Svetlana was working

in Germany and in Russia. Nowadays, as part of Lean Project delivery team of MBtech group she is responsible for implementation of Lean Project Management methods into national and international projects. The scope of tasks includes development of informational modules, moderation of Lean Management workshops and coaching of project teams for using lean management methods in daily work.



Marlies Steffen

Marlies Steffen was born in 1985 and holds a diploma in Industrial Engineering and Management from TU Dortmund University. Since 2010 she works as a research assistant at the Institute of Production Systems, TU Dortmund University. In teaching, industrial and research projects she works on competence development and evaluation in the fields of Industrial Engineering and Lean Management. She is experienced in coaching students as well as industry

employees during courses and simulation games about continuous improvement taking place at the Institute's Industrial Engineering Training Centre. In a European collaboration she supports the development of an experiential learning based curriculum. One of her major projects was to design training programs and assessments to develop and evaluate the competencies of Lean Experts.



Teemu Toivonen

Teemu has almost 15 years of experience in the IT industry in various roles (expert, project manager, team leader, line manager, consultant). Utilizing Lean and agile principles and practices has been a source of inspiration and success for most of that time. In recent years Teemu has built his management practices

based on Lean thinking and Toyota KATA. Currently he is teaching and consulting based on this experience helping others succeed in their work. Teemu is also continually looking to evolve his personal working methods and Lean to successfully conquer tomorrow's challenges.



Emiel van Est

Emiel van Est is Toyota Kata ambassador based in The Netherlands. Since 2010 Emiel has concentrated his learning, teaching and practice on the deployment of “Toyota Kata” as described in the book of the same name by author Mike Rother. In 1997 he started improving and designing processes for Hewlett Packard and has since then helped a diverse group of clients in many different industries with their Lean efforts. He also introduced Lean to many people by

engaging them in different simulations. Emiel was involved in the development of simulation material that Scania uses worldwide and also taught many classes for Scania. Prior to consulting, Emiel was engineering special equipment to make new production processes feasible. Emiel holds a bachelor’s degree in Aeronautical Engineering from Hogeschool Haarlem, The Netherlands.



Peter Ward

Peter Ward is Professor of Operations Management and holds the Richard M. Ross Chair in Management at Ohio State University’s Max M. Fisher College of Business, located in Columbus, Ohio, USA. Peter is also Chair of the Department of Management Sciences at Fisher College. He is the first president of the Lean Education Academic Network (LEAN), a global community of university educators dedicated to teaching systems thinking in universities.

Peter is Academic Director of Fisher’s Master of Business Operational Excellence (MBOE) program, an innovative degree program aimed at mid-career professionals involved in transforming their organizations through operational excellence. Peter is Co-Director of the Center for Operational Excellence at Ohio State, a consortium of more than thirty companies dedicated to excellence and thought leadership in operations.

Conference Sponsoring Opportunities

We welcome sponsorship from companies and organisations who wish to showcase their products and services and have the opportunity of networking with academics and practitioners in the field. With a truly European audience the conference provides an excellent opportunity for you to show your support of academic and industrial excellence by being involved with such an important event.

We have put together a number of different packages, which we hope will enable a wide range of organisations (both private and public) to participate. Academic Insti-

tutions may choose to use sponsorship as a vehicle to promote their Masters and PhD programmes.

In addition to general packages of sponsorship that provide widespread exposure over the two days of the conference, we also welcome sponsorship of specific activities in the conference programme. An important part of attending a conference is to establish personal contacts and to develop networks with other participants and interested parties from around the world - so social events such as the conference dinner in the famous Porsche Museum,

lunches and breaks are well attended and provide exceptional exposure for sponsors.

We believe that sponsoring this conference provides a superb vehicle to showcase your commitment to Lean Education and the pursuit of knowledge. Your company will benefit from interaction with a highly focused, motivated, engaged and receptive audience in a relaxed environment.

Please contact elec@cetpm.com for further details.

Just one Sponsoring opportunity: Guided tour at Porsche Museum



Terms and Conditions for Participants and Speakers of European LEAN EDUCATOR Conference

1. Payment / Cancellation Policy

All participants must pay the registration fee at the time of registration in Euro by credit card or PayPal to guarantee registration. Once payment has been received, an email confirmation and an invoice will be sent to the participant.

Payment for ELEC 2014 includes:

- Access to all booked activities of the conference
- Lunch and Dinner Buffet at Porsche Museum
- Lunch at Hotel
- Snack Breaks and Beverages
- Transportation between Hotel and Porsche Museum

Please note: Accommodation is not included in conference registration (see here for further details: <https://www.cetpm.de/lean-educator/2014-travel-lodging.html>)

If circumstances, or policies in your organization change, and you can no longer attend the CETPM Conference, you can cancel your registration and receive a full refund, less a 100 EUR administration fee, up to August 7th, 2014. After August 7th, 2014 we will not be able to refund your registration if you cancel. However, you can make a substitution until September 10th for a 100 EUR fee. Substitutions and registration cancellations have to be notified via email to elec@cetpm.com. If you don't attend the Conference you will not be refunded. Participants must make sure they receive an acknowledgement of their cancellation from CETPM's Office. Only this will confirm that their request has been received and processed. Please remember that cancelling your registration does not automatically cancel your hotel and

travel arrangements. Individuals are responsible for cancelling their own hotel and travel reservations.

2. Liability Disclaimer

While every attempt will be made to ensure that all aspects of the Conference mentioned in the announcement will take place as scheduled, CETPM reserves the right to make alterations to the conference programme, venue and timings without prior notice, should the need arise. In the unlikely event of the programme being cancelled by CETPM, a full refund will be made. Liability will be limited to the amount of the fee paid by the delegate.

CETPM cannot be responsible for healthcare, dental and ambulance services during its conferences or events. CETPM strongly recommends that participants take out comprehensive medical and travel insurance, which should cover the possibility of flight cancellation due to strikes and other causes. Therefore, CETPM accepts no responsibility of any nature whatsoever for personal injury, death, loss or damage to property or participants however caused or arising.

Views expressed by speakers are their own. CETPM cannot accept liability for advice given, or views expressed, by any speaker at the conference or in any material provided to delegates.

3. Admittance

In our sole discretion, without refund, we reserve the right to refuse admittance to or expel from the Conference anyone that we determine is behaving in a manner that could be disruptive to the Conference or any other attendee.

4. Privacy Legislation

In registering for CETPM Conferences, relevant details will be incorporated into a participant list for the benefit of all delegates. Normally this information would be: name, surname, institution, country. These details may also be available to parties directly related to the Conference including the venues and accommodation providers. CETPM may use the email address to inform current participants of Conference updates or future events via email.

5. Photography, Audio and Video Recording

CETPM will video and/or audio-tape some Conference activities. CETPM reserves the right to use images/videos taken at the Conference with your photograph and/or likeness in future marketing materials.

6. Speakers Terms & Conditions

CETPM may use the speaker's name and presentation materials for promoting delegate attendance at the conference. CETPM may audio and/or video tape the speaker's session. The speaker's presentation as well as the recording may be published online by CETPM without any further notice.

If you have any questions about these Terms & Conditions, please contact us:

CETPM GmbH (hereinafter referred to as CETPM)

Institute at Ansbach University of Applied Sciences

Prof. Dr. Constantin May

Steinweg 5

91567 Herrieden

Germany

Phone: +49 9825 2038 100

Email: info@cetpm.com

Conference Pricing

Pre-Conference Workshops

Conference

Participants from Industry / non-academic organisations	450,- EUR	1.450,- EUR
Participants from Academia	225,- EUR	450,- EUR
Speakers	225,- EUR	free of charge

All prices are incl. VAT

REGISTRATION

can be made online only:

www.lean-educator.eu

Credit cards and Paypal accepted!



PayPal™

For all enquiries please contact the CETPM office:

CETPM GmbH
Institute at Ansbach University of Applied Sciences
Steinweg 5
91567 Herrieden · Germany
Phone: +49 9825 2038-100
E-Mail: info@cetpm.de, Website: www.cetpm.de

Limited number of rooms!
Make your reservation in time!

CONFERENCE HOTEL

HOLIDAY INN STUTTGART
Mittlerer Pfad 25 - 27
70499 Stuttgart
Germany
Phone: +49 711 988 880
Fax: +49 711 988 889
E-Mail: hotel@holidayinn-stuttgart.de
<http://www.ihg.com/holidayinn/hotels/de/de/stuttgart/strgc/hoteldetail>

ROOM RESERVATION

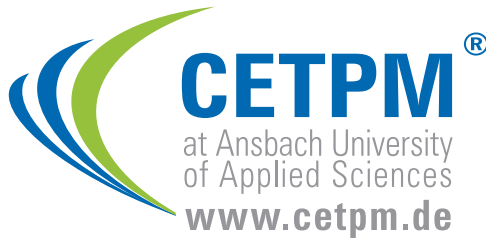
We have set aside a limited number of rooms at preferred pricing for conference participants in the conference hotel. The price incl. breakfast is EUR 135,00 per night. Please make your reservation as early as possible because the number of rooms is limited. The preferred pricing can only be held by the hotel until 19th of August 2014. To book as part of the conference set-aside at preferred pricing please specify „CETPM“.



Organisers



Founded in 1996, Ansbach University of Applied Sciences is a modern, young university in the centre of Franconia. Highly motivated academic staff, mentoring in small groups, a technically well equipped working environment and a neat campus that is centrally located provide the foundation for the successful graduation of our students. Premium positions in national university rankings prove the high quality standards that Ansbach University of Applied Sciences sets for teaching and student care.



The CETPM is a Institute at Ansbach University, Germany. It is one of the leading organisations in the area of "continuous improvement" and "productivity increase" in German-speaking countries. Our mission is to support you with comprehensive information and continuing education on your way to Operational Excellence.

Cooperation Partners



LGN is a network of 17 mission-driven institutes taking responsibility for bringing Lean thinking and practices to their countries and the world to help organizations undertake successful Lean transformations. In addition, LGN institutes support individuals, organizations and society to help them improve performance and raise living standards; enable prosperity while minimizing resource and environmental impact; provide more fulfilling work and continued personal development; and enable consumers to create more value. Institutes offer capability development products and services such as books and publications, workshops, events, and onsite coaching projects.

You can learn more about LGN at www.leanglobal.org



Lean Education Academic Network (LEAN) is a group of university educators dedicated to the task of implementing Lean education in higher education, as well as continuous improvement of Lean education in the classroom through sharing of knowledge and teaching materials, collaboration, and networking among colleagues.

We seek to engage leaders from industry and academe in developing new approaches to teaching university students Lean thinking. We believe that the test of success is the number of students exposed to Lean thinking and the extent to which our students are prepared to contribute to Lean implementations across all enterprise functions.