

ELEC 2017

European Lean Educator Conference



HAN
LEAN-QRM CENTRUM

Programme November 8 & 9

4th European Lean Educator Conference ELEC 2017

*Theme of the conference:
Learning Lean / Lean Learning*

*"No goal, regardless of how small, can be achieved without adequate training"
Taiichi Ohno, Toyota Production System: Beyond Large-Scale Production*



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ELEC 2017

European Lean Educator Conference



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Think Lean, act smart!





Learning Lean / Lean Learning

4th European Lean Educator Conference

Dear manager, consultant, teacher, researcher,

It is a great pleasure to welcome you to the 4th European Lean Educator conference at Nijmegen-Lent, the Netherlands. With ten plenary talks, 42 presentations at parallel sessions, a number of round tables and a plenary discussion, the program will address various aspects of the theme of this conference 'Learning Lean / Lean Learning'.

We are happy that over 185 professionals from all over the world are participating in ELEC2017. They bring in much experience and knowledge about the lean development of students, personnel and organizations. We encourage you to share your insights and to participate in the discussions.

In this program booklet you will also find information on the panel discussion of 45 minutes that we have planned for Thursday afternoon. We already collected some statements and questions for discussion. We would be glad to hear of any other topic you would want to hear the opinion of 185 experts about. You can use the box on the registration desk to suggest these new topics, statements and questions.

We hope that the conference is not only a conference where we learn from experts and from each other, but also a conference that leads to new collaborations. Close to the registration desk you will find a pin-up board where you can put requests for collaboration topics or options. We will take care for a follow-up.

We are happy with the keynote speakers, the contributors to the parallel sessions and panel discussion, and all attendees. It would not be possible to organize this event without our sponsors (profiled elsewhere in the program booklet) and without a fantastic program committee, from which we received many valuable ideas. We especially thank the organizers of the previous ELEC conference for their suggestions.

Have a great time at the conference and enjoy your stay in the Netherlands!

On behalf of the organizing committee,

Jannes Slomp



4th European Lean Educator Conference

Learning Lean / Lean Learning

European Lean Educator Conference

The European Lean Educator Conference provides a platform for lean specialists: consultants, facilitators, lean managers, educators and researchers at (applied) universities. At the conference, attendees exchange ideas, knowledge and experience on the transfer of knowledge and abilities in the field of lean.

For many years, the Lean Educator Conference has been held in the USA. The first European Lean Educator Conference took place in Stuttgart, September 2015. The conference was organized by the CETPM group of professor Constantin May. The second and third European Lean Educator Conferences were organized in Sweden and England with the number of attendees increasing from 100 to over 140. All three conferences were exceptionally good, allowing delegates to hear highly relevant keynotes, offering the opportunity to present best practices and papers, to participate in workshops, and generally to network and share experiences in teaching, educating, communicating and learning Lean.

Learning Lean / Lean Learning

The theme of this year's conference is **Learning Lean / Lean Learning**, based on the perspective that the main focus of the manager, consultant and teacher should be on the learning process of their employees, clients and students. The learning process has to be efficient and effective, leading to desired results. As can be seen in the programme, all keynote presentations and parallel presentations are devoted to the theme of the conference.

Linkedin

To facilitate a platform/network, the organizers of the previous ELEC conferences will create a LinkedIn group called "European Lean Educator Group". After ELEC 2017 you will get an invite for this group. The idea is that this group will enable you to network and to give suggestions for next events.

ELEC 2017

European Lean Educator Conference



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Announcements

General Information

- In case of a fire or alarm, use the stairs and emergency exits. Everyone should gather outside in front of the reception.
- You can log on to WIFI at the Van der Valk—Gast.
- Toilets are also shown on the map on page 14.
- It is not allowed to smoke in the hotel. Smoking is only allowed on the roof garden (accessible by stairs to the right of the toilets) and in a smoking area near the entrance of the building.
- Trains to Arnhem or Nijmegen leave from Nijmegen-Lent station every 15 minutes.
- If you have any questions please feel welcome at the registration desk.

Lunch/Dinner

- Breaks are in the foyer and lunches are near the reception area in the restaurant.
- The conference dinner will be on Wednesday evening at 19.00 in Rooms 1-3 in Van der Valk, Nijmegen-Lent.
- If you want to join the conference dinner but you haven't registered for it, please let us know at the registration desk (page 14).

Conference information

- Please set your phone on silent mode during presentations, workshops and interactive sessions.
- The stands of our sponsors EIFFEL, Lean Competency System, Symbol, 12Improve and Smit Visual are located in the foyer.
- Pdfs of the various presentations will be made available on the conference website, after the conference: www.han.nl/elec2017
- There is always coffee and tea available in the foyer and places where you can sit for networking.



General Programme

Wednesday November 8

08:30	<i>Registration, coffee / tea and meeting</i>	<i>[Foyer]</i>
09:00	Welcome	<i>[Rooms 2-4]</i>
09:15	Role of the Educator Kees Boele will discuss the role of the educator in an information society. He indicates the key elements of this role, its limitations and responsibilities.	<i>[Rooms 2-4]</i>
09:30	The challenge of lean learning / learning lean <i>Vincent Wiegel and Pieter van den Hoogenband</i>	<i>[Rooms 2-4]</i>
10:00	Coaching for improvement Katie Anderson will present her experiences with using a coaching framework to develop improvement habits and skills of others.	<i>[Rooms 2-4]</i>
10:30	Round table discussion	<i>[Rooms 2-4]</i>
10:45	Break	<i>[Foyer]</i>
11:15	Lean: the forgotten, the ignored, the possible John Bicheno will look back on some of the 'greats' (people and concepts) that have been forgotten, other 'greats' that have been ignored, and then look forward to some of the emerging 'greats'. John believes that a new era of Lean is just emerging – building on the past, but opening whole new opportunities.	<i>[Rooms 2-4]</i>
11:45	Lean learning / learning lean at Scania Kees Luttkik will give a lecture on the 'lean learning / learning lean' journey of Scania. He will discuss the challenges which came up in the course of time. It's easy to explain the lean concept in a Power-Point presentation but how to make it happen in reality? The key in his presentation is the learning experience of the organization and the Scania Lean learning way.	<i>[Rooms2-4]</i>
12:15	Round table discussion	<i>[Rooms 2-4]</i>
12:45	Lunch break	<i>[Restaurant]</i>
13:30	Parallel sessions Round 1	<i>[See page 7]</i>
15:00	Break	<i>[Foyer]</i>
15:30	Parallel sessions Round 2	<i>[See page 8]</i>
17:00	Informal Learning Environments - A Key to Learning Lean Ralph Kriechbaum will take you into spaces and environments that give people opportunities to grow their competencies essential to creating lean successes in organizations. It may open new perspectives on how Lean has always been an approach to develop new forms of management.	<i>[Rooms 2-4]</i>
17:30	Network Drink or walk near the river the Waal	
19:00	Network Dinner	<i>[Rooms 1-3]</i>



General Programme

Thursday November 9

8:30	<i>Registration, coffee / tea and meeting</i>	<i>[Foyer]</i>
9:00	Welcome	<i>[Rooms 3-4]</i>
9:05	Going inside the black box of learning Jan Riezebos will open the black box of learning in this presentation. His research in the area of Lean Learning centers on the improvement of learning processes. Understanding, describing and analyzing the learner's journey is essential for improving the efficiency and effectiveness of learning.	<i>[Rooms 3-4]</i>
9:30	Parallel sessions Round 3	<i>[See page 9]</i>
11:00	<i>Break</i>	<i>[Foyer]</i>
11:30	Manager's Role & Responsibility At Toyota In this keynote Isao Yoshino will take you through the Kan-Pro campaign at Toyota. What was the target? Why was A3 employed for presentations and what were the overall results after the 2-year campaign? Yoshino will also discuss the advantages and disadvantages of Hoshin Kanri and the practical applicability in other organizations.	<i>[Rooms 3-4]</i>
12:00	Q&A with Isao Yoshino	<i>[Rooms 3-4]</i>
12:30	<i>Lunch break</i>	<i>[Restaurant]</i>
13:30	Teaching and Learning Lean in Services Karyn Ross will show how combining creativity with lean principles and practices are the keys to successfully 'translating' lean teaching and learning in services. Many people think that because lean came from manufacturing that the principles and practices simply don't apply to service processes. Service company leaders and workers don't think they can use lean because 'their processes aren't just short-cycle, transactional and repetitive'. Practitioners who have learned lean in a manufacturing setting sometimes have difficulty 'translating' the principles and practices to the specific needs of services, where products and processes can be harder to see. In this keynote, Karyn Ross will cover the unique challenges of teaching and learning lean in service processes, why lean is actually more important in services than manufacturing and how to 'creatively' translate lean principles and practices to deliver peak service experiences for customers.	<i>[Rooms 2-4]</i>
14:00	Lean Learning: a Manager's 'Perspective' Carin Hendriksen will clarify the lessons she learned during her 17 years of managerial experience. She will address the struggle to create strategy and alignment, her personal experience with lean leadership and her role in empowering employees and creating teamwork.	<i>[Rooms 2-4]</i>
14:30	Round table discussion 'The Future of Lean-Learning-Lean'	<i>[Rooms 2-4]</i>
15:15	Going into the Future (surprise act)	<i>[Rooms 2-4]</i>
15:45	Closure of ELEC 2017	<i>[Rooms 2-4]</i>
16:00	<i>Goodbye drinks</i>	<i>[Foyer]</i>



Parallel sessions Round 1

Wednesday November 8, 13:30-15:00

	1.1. Lean and Digital Capability Room 8	1.2 Designing, Delivering and Evaluation of Lean Teaching Programs Room 1	1.3 Manager's Role in Creating Continuous Improvement Room 2-4
Chair	Lejla Brouwer	Stef Tiggeoven	Joakim Hilberg
13:30	Blended Lean Learning? <i>Joris van de Lindeloof, The Netherlands</i>	Learning Lean / Lean Learning: Developing and Delivering a Lean Six Sigma Green Belt Level Course for the Public Sector. <i>Tammi Sinha, Stuart Bestwick, Spencer Ashton-Taylor, Sophie Jones, Ian Smart, United Kingdom</i>	The Manage With Impact Model <i>Lindsie van der Horst, Emiel Van Est, The Netherlands</i>
14:00	How Lean and Digital Capability can work together to Create Unthinkable Solutions for Today's Business Environment <i>Ryan King, United Kingdom</i>	Development of a Best Practice Lean Teaching Matrix in Terms of the Characteristics of Learners. Experiences from the Eurolean project. <i>Benjamin Bütfering, Menno Herkes, Rik Van Landeghem and Vincent Wiegel, Germany, The Netherlands and Belgium</i>	Learnings from Ohno, Shingo and Harada <i>Norman Bodek, USA</i> Video presentation especially made for ELEC 2017
14:30	Virtual Mobility enabled Lean Learning <i>Logan Vallandingham, Daryl John Powell, Erlend Alfnes and Birger Raa, Norway.</i>	The Faculty on the Factory Floor: A Novel Approach of Teaching Lean to Manufacturing Engineering Undergraduates <i>Steve Martin and Ian Wilson, United Kingdom</i>	Getting the Improvement Habit in Your Organization <i>Jim Lippens, Belgium</i>



Parallel sessions Round 2

Wednesday November 8, 15:30-17:00

	2.1 Views on Lean Transformation Room 1	2.2 Lean Learning: the focus on the learner Room 8	2.3 DMAIC / Developing Lean in Service Organizations Room 6	2.4 Sustaining Continuous Improvement Room 2-4
Chair	Eric Joustra	Joachim Hilberg	Maarten de Groot	John Bicheno
15:30	Learning Lean according to the View of the Production System <i>Pia Anhedé and Per Elgborn, Sweden</i>	Using a Kanban Board and Short-Cyclical Control in a Lean Training <i>Frank Bossema, The Netherlands</i>	Use of DMAIC as an Approach for Bachelor Research <i>Ton van Kollenburg and Jun Swagemakers, The Netherlands</i>	The application of the Continuous Improvement Maturity Model (CIMM) to support measurement and development of organizational development <i>Dick Theisens, The Netherlands</i>
16:00	Is there a Path to "Purpose"? <i>Emiel Van Est and Lindsie van der Horst, The Netherlands</i>	Why is TWI fundamental in Lean? <i>Gerard Berendsen, The Netherlands</i>	Learning Lean / Lean Learning: Implementing Lean through a Lean Ambassadors Network (LeAN) <i>Tammi Sinha, Claire Lorrain, Jane Avery, and Cindy Wood, United Kingdom</i>	The Green Factory: Creating Lean and Sustainable Manufacturing <i>Neil Trivedi, United Kingdom</i>
16:30	Hoshin Kanri: Strategy Development - The Collective Thinking of All Employees at Regular Intervals Will Enhance Overall Execution Efforts <i>Dennis Gawlik, USA</i>	How to improve the transfer of Lean Six Sigma training programs? <i>Judith Rook, The Netherlands</i>	Change Learning to Change Performance <i>Josina Bowering, United Kingdom</i>	Managing for Daily Improvement (MDI) <i>Mark Pyne, Ireland</i>



Parallel sessions Round 3

Thursday November 9, 9:30-11:00

	3.1 Learning Lean in Services Room 2	3.2 The Learning and Development of Lean in Manufacturing Companies Room 3-4	3.3 Developing and the Evaluation of Lean Learning Games Room 8	3.4 Learning Lean / Lean Learning in Healthcare Room 6
Chair	Lejla Brouwer	Gerard Berendsen	John Bicheno	Peter Kabel
9:30	The Role of Middle Management in Implementing Lean in Financial Service Firms <i>Freek Hermkens, Sharon Dolmans and Georges Romme, The Netherlands</i>	Problem solving circles as work-integrated learning opportunity <i>Alyssa Meissner, Germany</i>	Karlstad Lean Factory: An "Instructional Factory" for Game-based Lean Production Training <i>Leo J De Vin, Lasse Jacobsson, Jan Erik Odhe, Anders Wickberg, Sweden</i>	Lean Learning for Medical Students and Doctors <i>Rutger van der Waal, The Netherlands</i>
10:00	A Lean Success Story in an International, Non-Manufacturing Environment <i>Piotr Zubin and Gyula Lukacs, Hungary</i>	Learning lean in manufacturing SMEs: are improvement routines really required? <i>Wilfred Knol, The Netherlands</i>	GameDesign for a Lean (Food) Simulation at AUDI AG <i>Bernd Aures, Germany</i>	The Role of Leadership in Continuous Improvement Efforts in a Healthcare Environment <i>Oskar Roemeling, The Netherlands</i>
10:30	The Journey to lean via the Lens of the Individual – Lessons learned via a Banking Transformation <i>Andrea Darabos, United Kingdom</i>	Shift Performance Boards and Leadership Development <i>Can Yukselen, Turkey</i>	Measuring Lean competencies – An Approach for Quantifying the Learning Outcome of a Simulation Game <i>Mathias Michalicki, Stefan Blöchl, Markus Schneider, and David Scherwath, Germany</i>	Using A3 in Healthcare <i>Kirsten Jansen-Schol and Jannes Slomp, The Netherlands</i>



‘The Future of Lean-Learning-Learn’

Thursday 9 November 14:30—15:15

The topic of the panel discussion is “the future of Lean-Learning-Learn”, which is in line with the theme of the conference. Based on that theme we formulated several statements and a few key questions. You can find these statements and key questions at the registration desk of ELEC2017. Please feel free to hand in new statements and questions. All attendees will be involved in the panel discussion.

Some proposed statements for discussion:

- Information technology and eLearning will revolutionize the learning of lean by students and employees of companies.
- After 100 years, Lean Thinking is at the end of its Life Cycle. In the coming years other process improvement methods like Agile, Six Sigma and Smart Industry will overhaul Lean Thinking.
- Sustainability and Green Thinking will change the way we apply Lean principles.

Some open questions to be discussed:

- For Lean Educators preparing for future classes: which areas of lean - Hoshin, Kata, etc. - will be considered the 'hot' areas that business wants graduates to learn?
- How should Lean Educators begin to prepare the right courses to meet that demand?

Panel moderator

Dick Theisens is Managing Director and Master Black Belt of Symbol B.V., a Consultancy and Training company in the Netherlands specialized in ‘Business Improvement’. Dick Theisens is one of the initiators of the Smart Industry Network that supports companies in Industry 4.0. As an author he published the series *Climbing the Mountain*, comprising three books about Lean Six Sigma.

Members of the panel:

Tammi Sinha PhD, BEng (Hons), PGCE joined the University of Winchester in October 2013 as a senior lecturer in Operations and Project Management within the Winchester Business School. For over five years, she has co-led and built up an improvement community of practice for practitioners, in order to engage and work with Project Managers and Improvement Professionals to embed theory into practice, and explore the knowledge landscape in this area.

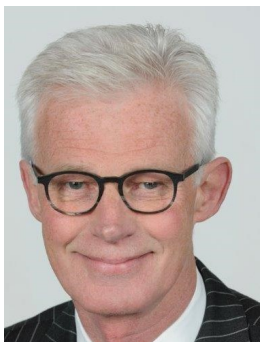
Pia Anheide has been working as a management consultant with lean transformation for over 25 years and in more than 15 countries. She has been working in a broad range of industries both in manufacturing, supply chain, service, public sector and healthcare. She has been involved in a wide range of large-scale improvements in over 15 countries, including two Swedish Lean Prize Winners.

Neil Trivedi is a highly experienced Strategy and Transformation Consultant and qualified Lean expert, with broad experience across global platforms within the Automotive, Aerospace, Food, FMCG, Transportation, Biomedical, and Public Sectors. He is co-author of the book ‘The Green Factory: Creating Lean and Sustainable Manufacturing’.

Dennis Gawlik has acquired an extensive lean knowledge during 30+ years in operations, logistics and supply management. Dennis has worked in lean and Toyota Way process developments at a variety of Fortune 500 organizations. He is a speaker, lecturer and lean coach and has taught sustainable operations and supply management at several universities - the last 12 years at The Presidio Graduate School, the world’s first sustainable MBA program, in Seattle, WA and San Francisco, CA.



Keynotes Wednesday November 8

**9:15 Kees Boele***The role of the Educator*

Kees Boele studied Economic Sciences at the Erasmus University in Rotterdam and Philosophy at the VU in Amsterdam. He gained a PhD in both these disciplines in 1995 and 2013, respectively. In 1988 he started lecturing at various universities of applied sciences and became an advisor to Twijnstra Gudde.

His management career in higher professional education started in 2001, first in the role of programme manager and later as director in 2003. Since 2012 Kees Boele has worked as chairman of the Executive Board at HAN University of Applied Sciences in the Netherlands. His publications include *Onderwijsheid* (2015), a book about the role of the educator in the era of information.

**9:30 Pieter van den Hoogenband***The challenge of lean learning / learning lean*

Pieter van den Hoogenband is a sports legend: as a triple Olympic champion and former world record holder in competitive swimming Pieter van den Hoogenband was a role model for many people during his sports career and he still is today. During his athletic career he gained expertise and experience in a variety of fields.

He shares his knowledge and his network with organizations that want to perform at their highest level, just like he did. He teaches how for instance carefully developing talent, working more healthily, creating a high performance culture helps in achieving this. After his swimming career ended he started at EIFFEL and became manager at the Topsport Community, an initiative with the purpose of connecting business, professional sports and science. He inspires and advises his colleagues and EIFFEL's customers on performance management and vitality at work.

**9:30 Vincent Wiegel***The challenge of lean learning / learning lean*

Vincent Wiegel, Ph.D., is one of the leading experts in the field of Lean in the Netherlands and founder of and professor at the Research Group for Lean & World Class Performance, HAN University of Applied Sciences, Arnhem, The Netherlands. Vincent Wiegel is involved in Lean education and initiates research into the effectiveness of Lean implementations. Besides his wide range of general knowledge and experience, his specific expertise is in Lean product development and Lean in non-manufacturing environments such as healthcare and education.

**10:00 Katie Anderson***Coaching for improvement*

Katie Anderson has 20 years of experience in supporting change and improvement in organizations across a range of industries, including healthcare, academia, research, government, start-ups, and insurance. Her primary focus has been on leading transformational change in healthcare organizations. In 2013 she started an independent consulting and coaching practice to help clients deepen their

organizational and individual capabilities in problem solving, strategy, and leadership.

Katie Anderson is a faculty member of Catalysis (formerly the Thedacare Center for Healthcare Value) and the Lean Enterprise Institute where she teaches workshops about coaching and problem solving. She also coaches Masters students in the Fisher School of Business MBOE program and serves as a Member of the Board for the Mother's Milk Bank and a Member of the Quality and Patient Experience Board Committee at El Camino Hospital.



Keynotes Wednesday November 8



11:15 John Bicheno

Lean: the forgotten, the ignored, the possible

John Bicheno is Professor of Lean Enterprise at the University of Buckingham, Buckingham UK. Previously he was with the Lean Enterprise Research Centre, Cardiff, where for 12 years he was course director of the M.Sc. program in Lean Operations. He has written 11 books on lean, one of which, The Lean Toolbox, has sold over 110,000 copies.



11:45 Kees Luttik

Lean learning / learning lean

In over 25 years, Kees Luttik has held various positions at Scania (Netherlands) including production supervisor, head of training, line manager and manager of the SPS office (SPS = Scania Production System). In the latter position he was responsible for the development of Lean in the Zwolle plant. Currently, Kees Luttik is working in Södertälje, Sweden, as Head of the global SPS Office of Scania. In this role he is responsible for the development of lean within Scania Production & Logistics worldwide.



17:15 Ralph Kriechbaum

'Informal Learning Environments—A Key to Learning Lean'

Ralph Kriechbaum is an international business consultant and professor at the University of Applied Sciences in Rosenheim, Bavaria, Germany. Previously, he was CEO of companies in the Netherlands, the US and Austria.

Combined with an empathetic desire to support organizations and their people in an international context, Ralph Kriechbaum researches and fosters learning environments that give people opportunities to grow, both in performance and personal development. He believes that organizations can only develop well if their people have the opportunity to develop themselves well. He coaches corporate leaders during their company's lean transformation into high performing organizations. He has co-written a recently published book on informal learning spaces that help employees implement lean practices in their working environments.



Keynotes Thursday November 9

**9:05 Jan Riezebos*****Going inside the black box of learning***

Jan Riezebos is professor of Educational Innovation at the Faculty of Economics and Business of the University of Groningen. His areas of expertise are Operations, Process Improvement, and Management Science. His research focuses on: Quick Response Manufacturing, Behavioral Operations, Lean manufacturing, Planning and Inventory Management, and Educational Innovation. Riezebos is Academic Director of Career Services and Corporate Relations of the Faculty of Economics and Business.

**13:30 Karyn Ross*****Teaching and Learning Lean in Services***

An experienced lean consultant, coach and practitioner, Karyn Ross is the coauthor, with Jeff Liker, of the Shingo Award-winning *The Toyota Way to Service Excellence: Lean Transformation in Service Organizations*. Focused specifically on services, She has worked with small, medium and large organizations in sectors as diverse as insurance, financial services, HR, transportation and retail.

Using her unique approach, Karyn Ross teaches people how to combine creativity with Toyota Way/lean practices to ensure that every customer receives exactly what they want, when they want it, right the first time with a personal, human touch. This powerful combination enables businesses to continuously deliver the peak service experiences that retain current customers and attract new ones. A practicing artist, with an MFA in Sculpture, she has been a regular contributor to *Lean Leadership Ways Industry Week Blog* and has published articles in *Lean Management Journal* and *Industrial Engineer* magazine. She is a Lean Leadership leader at The Leadership Network, a leadership and management training provider.

**11:30 Isao Yoshino*****Manager's Role & Responsibility at Toyota***

Isao Yoshino is a 40-year Toyota leader and spent a total of 14 years in the United States working on various projects; manufacturing, locally in Florida, water-ski boats equipped with Lexus engines, market research on stationary fuel cell equipment, etc.

In 1979 and 1980, he became in charge of the "Manager-Development Program", which was a two-year company-wide program (called "Kan-Pro" in Japanese) for all the back-office managers at Toyota HQs in Japan. All managers created their own Hoshin Kanri documents using an A3 and went through a presentation two times a year (in June & December) with the officers attending for Q & A sessions. Through those two years, he witnessed all the managers reconfirm their roles & responsibilities and also relearn the importance of Hoshin Kanri. Yoshino believes the "Kan-Pro" campaign is one of the key practices that made Toyota what it is now.

**14:00 Carin Hendriksen*****Lean Learning: a Manager's 'Perspective'***

Carin Hendriksen (Plant manager at Walraven) has more than 17 years of experience with leading lean transformation processes in manufacturing and supply chain organizations. The results were impressive: more than 70% productivity increase, a reduction of the lead time from 30 days to 1 day and almost zero defects (single digit ppm).

Carin Hendriksen has broad expertise in the implementation of various lean methods, such as KANBAN, Heijunka, 5S, Kaizen, A3 Thinking, LCIA, U shape assembly lines, TPM, Poka-Yoke, SMED, Visual Management, Reduction Mudass, OEE, etc. In her opinion, however, the key to a successful lean transformation is not in selecting the good methods. Essential is the mindset of the employees and, especially, the mindset of the manager.

Floorplan from Van der Valk

Legend

The entire conference will take place at Van der Valk, Nijmegen-Lent.

- Registration will be at the Registration desk;
- The Keynote presentations will be held in the Rooms 2-4;
- Toilets are as indicated on the plan.

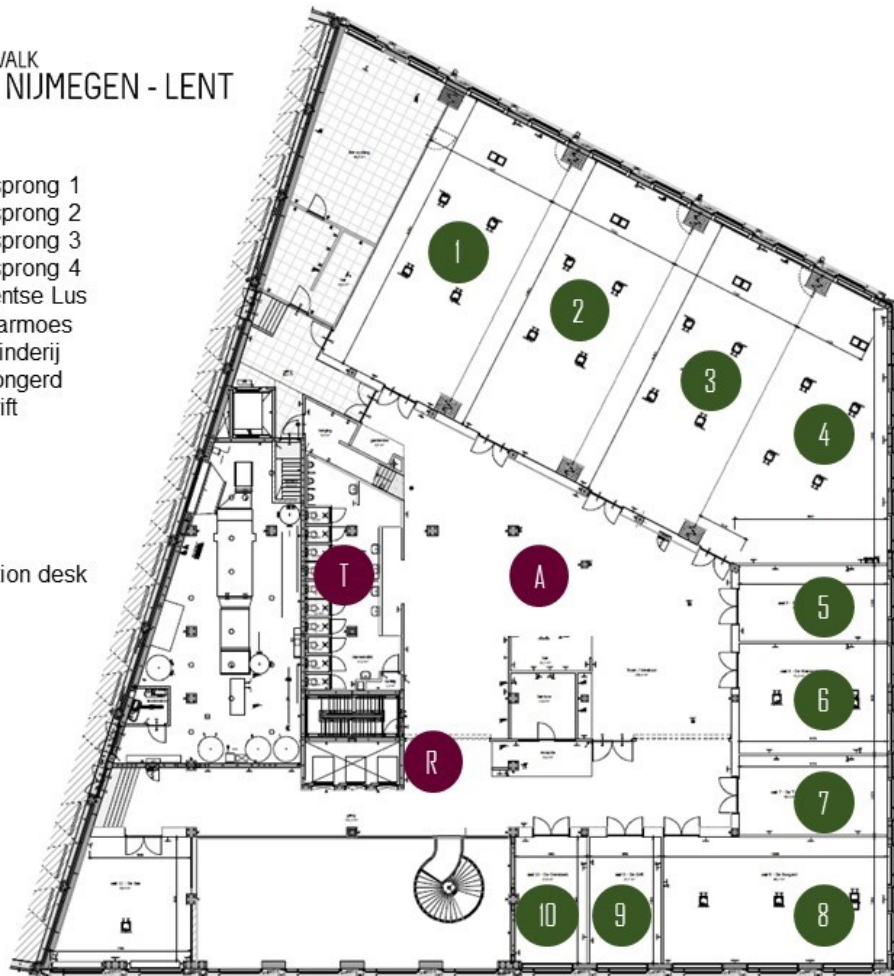


VAN DER VALK
HOTEL NIJMEGEN - LENT

Room 1 / Waalsprong 1
Room 2 / Waalsprong 2
Room 3 / Waalsprong 3
Room 4 / Waalsprong 4
Room 5 / De Lentse Lus
Room 6 / De Warmoes
Room 7 / De Tuinderij
Room 8 / De Bongerd
Room 9 / De Grift
Room 10 / De
Oversteek

A Foyer
I Registration desk
T Toilets

www.valknijmegen.nl





Organization

The Programme Committee - ELEC 2017

- John Bicheno, University of Buckingham, UK
- Constantin May, Ansbach University of Applied Sciences, Germany
- Jannes Slomp, HAN University of Applied Sciences, The Netherlands
- Vincent Wiegel, HAN University of Applied Sciences, The Netherlands
- Jan Riezebos, University of Groningen, The Netherlands
- Christoph Roser, Karlsruhe University of Applied Sciences, Germany
- Dr. Torbjörn Netland, Swiss Federal Institute of Technology, Switzerland
- Ralph Kriechbaum, University of Applied Sciences Rosenheim, Germany
- Mark Robinson, Managing Director at St Andrews Lean Consultancy Ltd, University of St Andrews, UK
- Professor Jac Christis, Hanze University of Applied Sciences, The Netherlands
- Professor Ton van Kollenburg, Avans University of Applied Sciences, The Netherlands
- Frank Bossema, Director 12Mprove Lean Training en Consultancy, The Netherlands
- Peter Kabel, St. Elisabeth Hospital, The Netherlands
- Robert van der Velde, Lean Ent, The Netherlands
- Emiel van Est, Lean Management, The Netherlands
- Joakim Hillberg, Revere AB, Sweden
- Jacqueline Hofstede, Director Lean Innovation Network, The Netherlands
- Jeroen van Schreven, UNC Plusdelta, The Netherlands
- Dick Theisens, Symbol BV, The Netherlands
- Gerard Berendsen, TWI Institute, The Netherlands
- René Aernoudts, Lean Management Instituut, The Netherlands
- Eppo Kuipers, Lean Consultancy Group, The Netherlands
- Jos Benders, Professor II 'Organisasjonskonseptet' at NTNU (Trondheim) & Guest professor at CESO, Belgium and Norway
- Marc Rouppe van der Voort, Manager Lean and logistics at St. Antonius hospital and president of The Lean in Healthcare (LIDZ) Network, The Netherlands

Organizing Committee - ELEC 2017

- Lejla Brouwer-Hadzalic, HAN University of Applied Sciences, The Netherlands
- Cynthia Hartsema-Van Houten, HAN University of Applied Sciences, The Netherlands
- Peter Kabel, St. Elisabeth Hospital, The Netherlands
- Constantin May, Ansbach University of Applied Sciences, Germany
- Kirsten Schol-Janssen HAN University of Applied Sciences, The Netherlands
- Jannes Slomp, HAN University of Applied Sciences, The Netherlands

HAN Lean-QRM Center

The HAN Lean-QRM Center (HLQC) at HAN University of Applied Sciences is the center of excellence on Lean and Quick Response Manufacturing (QRM) practices and techniques. The Center's main purpose is to discover, develop and share knowledge about Lean and QRM. The Center closely cooperates with many manufacturing and service organizations. The HLQC has over 60 partner companies participating in projects.

Currently, more than twenty persons are working at the HLQC. They are devoted to creating links between practice, higher education and applied research on lean and QRM. Over 120 students participate in the minor World Class Performance at the HLQC and are carrying out improvement projects at partner firms. In addition, the HLQC is involved in many (applied) research projects, funded by companies and/or government. For more information, visit our website www.han.nl/lean-qrmcentrum.