



May 7-9,2017 | The Red Rock Resort | Las Vegas, Nevada

About the Event

IMPACT brings its attendees a truly comprehensive educational program that is 100% peer-driven and developed by 42 steering committee members from distinguished companies. The program addresses the major pressures and challenges seen in today’s manufacturing world, from maintaining a successful continuous improvement system, to plant administration, and the complex managing and developing of innovation, technology and workforce. Paired with dedicated sessions on food and beverage strategies and sustainability, IMPACT is a must-attend event for all manufacturing executives.

Steering Committee

Agropur US	GM	Nautilus WHQ
AIC	Honeywell	NBTY
Avery Dennison	HP	New Balance
Baker Hughes	Inova Diagnostics	Nike
Butler Manufacturing	Interface	Oldcastle Building Envelope®
Cal-Comp USA	Jabil	OMAX Corporation
Columbus McKinnon Corporation	John Deere	Procter & Gamble
Commercial Vehicle Group	Keihin North America, Inc.	Procter & Gamble
Consolidated Precision Products	Lam Research	QSC
Dover Corporation	Lenovo	Robert Albott
Emerson Process Management	Maple Leaf Foods, Inc.	Safe Fleet
Future Electronics	Mercury Systems	Shape Technologies Group
General Kinematics	Metaprocure	The Argen Corporation
Thermo Fisher Scientific	Midway Products Group	The Clorox Company
Traditional Medicinals, Inc.	Two Nice-Pak Park	Xerox
	US Synthetic	

Target Audience

C-Level, Senior Vice President, Vice President, Director, Head, Lead & Manager of:

Automation	Lean/Six Sigma	Packaging
Continuous Improvement	Logistics & Transportation	Plant
Distribution	Maintenance	Procurement & Sourcing
Engineering	Manufacturing	Production
Facilities	Operations	Quality Control
Innovation	Owners & Presidents	Supply Chain
IT	Sustainability/Green	

4 Key Program Themes

Keynote Address: **Solving the Manufacturing Data Problem with the Digital Twin**

The good news: There's more data available on the factory floor than ever before. The bad news: Most manufacturers have been unable to turn most of that data into useful information due to the data variety challenge.

The digital twin is one of the most important new technologies to help manufacturers drive actionable insights from their data. In fact, Gartner named it as one of the five most important emerging technology trends for 2017. Come learn about the industry's first "plant" digital twin, which mirrors the entire production process, including machines, lines and plants. During this session, Sight Machine will also review:

- The role of AI and digital twins in making plant floor data useful
- Real-world use cases with measurable ROI
- Best practices from digital manufacturing leaders

Speaker, **Jon Sobel**, *Co-Founder & CEO*, SIGHTMACHINE

Continuous Improvement

- **Innovative Application to Lean & Six Sigma Processes**

Presentation: **Lean Six Sigma – Deployment from the Middle**

Many books and presentations have been given about the successful Top-Down Deployment approaches to Lean Six Sigma at places like GE and Toyota. However, not every organization has the support required for this type of deployment. This presentation will give real examples of the Lean Journey that began from the Middle Management and spread throughout the organization. It will compare and contrast the two deployment methods, and share key learnings on how to be successful deploying Lean Six Sigma from the Middle.

Key Take-Aways

- Identify your Key Influencers
- Relationships are Critical
- Do you like to Limbo? A test in flexibility
- Approach may take longer, but may be more sustainable

Speaker: **April Young**, *Director, Operational Excellence*, ALCON

- **Workplace Motivation for Continuous Improvement**

Presentation: **The Four Points of Lean Leadership**

Regardless of if your organization is just beginning your Lean journey or if you have achieved a high level of maturity, leading in a Lean organization requires a deliberate and thoughtful approach. During this engaging presentation, we will discuss the mindset, habits, and behaviors needed to lead a Lean Transformation irrespective of your place on the organizational chart. These timeless concepts are applicable on the manufacturing floor, as well as our back office and service processes. And managers supervisors and leaders at every level will discover new ways to help drive Lean thinking in their organizations.

Key Take-Aways

- Self-reflection; examining your own leadership.
- What are the things that successful Lean leaders are willing to do?
- What are the pitfalls and traps that prevent most organizations from becoming Lean?
- In a Lean organization, what are the behaviors that we should demand from ourselves and our teams?
- What are the systems we should deploy to assure our success in a Lean Transformation?

Speaker: **Shannon Barrett** *Director of LEAN Six Sigma, JABIL*

- **Successful Continuous Improvement Strategies**

Presentation: **Beyond Lean and Six Sigma: One CI Methodology is Not Enough**

The presentation will cover why one CI methodology is not sufficient to drive and sustain CI in manufacturing and non-manufacturing organizations. An array of CI methodologies and tools are required meet the demands of today's business environment. A roadmap to evolve to a diversified, mature CI program will be provided.

Key Take-Aways

- Why Lean and Six Sigma are only a partial solution for CI in today's business environment
- Different types of processes and problems require different CI tools and methods for optimal results
- How to evolve from where you are today to a mature, diversified CI program
- What a mature CI program encompasses
- A description of the business benefits that a mature CI program delivers

Speaker: **Aubrey Jones, Sr. Director – Continuous Improvement Deployment, INGREDION, INCORPORATED**

- **Ensuring Sustainability of Programs**

Case Study: **Lean-Driven Innovation**

Although lean has found widespread application in manufacturing and services, there have been very few sustained implementations in R&D organizations. Lean-startup thinking has energized the computer industry but the applications in the innovation creation process of traditional manufacturing industries have been very rare and there are very few publications on that subject. This is very unfortunate because the benefits of applying lean principles to innovation, including the fuzzy front end of innovation cycle can be much higher than we have seen in the more traditional applications like manufacturing. The same lean thinking applies to the product design, manufacturing, distribution, sales etc. As documented by the recent AME Excellence Award, Goodyear has developed a very successful lean Innovation creation that helps the company launch more than 1,500 new and successful products globally every year. This presentation shares not only what Goodyear learned but also how Goodyear implemented the principles and achieved synergy through the value stream.

Key Take-Aways:

- How lean principles affect innovation in manufacturing industries
- How lean is applied to create profitable value streams
- How a major transformation generates sustainable results
- What participants can do the next day to get started with a lean-driven initiative

Speaker: **Norbert Majerus**, *Master Black Belt, Lean & Six Sigma*, THE GOODYEAR TIRE & RUBBER COMPANY

Case Study: **Continuous Improvement at Rolls Royce - A Journey to Deliver Excellence**

An overview of the continuous improvement journey at Rolls Royce, from failed starts, to highly successful employee led initiatives. What it takes to succeed and how to get started, how to push forward and how to celebrate the success.

Key Take-Aways:

- Fundamentals of what it takes to create a lean environment
- How to engage the workforce
- How to take the knowledge of tools and apply them
- What the behaviors of a lean leader look like

Speaker: **Emer Higgins**, *Head of Manufacturing Operations*, ROLLS ROYCE

Presentation: **Lean & Continuous Improvement in a "Transactional" Environment**

Discuss opportunities on transactional environment to remove non-value added work and drive process efficiencies. How to best utilize automation to drive productivity and "poka-yoke" systems and processes to remove waste and increase transaction speed.

Key Take-Aways:

- Creating a DMAIC "Six Sigma" Culture
- Understanding your true process flow
- Removing Process Waste and Inefficiencies
- Expected results of process improvement & decreased cycle times

Speaker: **Warren Degraff**, *Chief Operating Officer*, NUMOTION

Leadership, Innovation & Digital Manufacturing

- **Leadership Planning and Development**

Presentation: **Leadership Planning and Development: Influencing Without Authority**

As a leader or manager, what types of power are available to you? Which ones do you use most? Why? Do you think that most leader or manager in real daily life has been performing leadership effectiveness? Does position really make you a leader? Here I am going to discuss about leadership as the proven effective development of vision and strategies. The alignment of related team member behind those strategies, and empowerment approach of individuals to make a difference and achieve business objectives. I wouldn't bring up academic stuff and discussion, but really practical way in dealing with situation you have been facing every day. Try to inspire audiences in learning processes of getting into very point of each cases and also get full feeling of it. Not all of us can do great things, but we can do small things with our passion.

Key Take-Aways

- Know about and defend why leadership is so indispensable in organization
- Describe the meaning of leadership and how it really works effectively
- Understand the step by step processes to plan and develop your leadership
- Give an in-depth portrait of each approach of leadership
- Know how to utilize the different leadership approach
- Apply the contents of the presentation to their own personal career life

Speaker: **Henri Lee**, *Vice president of Quality & Service, AIC INC.*

Presentation: **Supply Chain Risk Management Policies & Strategies**

Threats to your supply chain due to counterfeit supply or malicious intent is ever present. Having a SCRM policy/strategy can mitigate risk to your organization, Brand reputation, and your end customers. Ensuring genuine and authentic products are manufactured, tested, delivered & deployed to your end-customers and into organizations that protect US interests requires SCRM policies/strategies.

Speaker: **David Fortes**, *Director, Manufacturing Operations, MCAFEE*

- **Building a Successful Business Planning Process**

Presentation: **Start Preparing for the Integrated Business Planning (IBP) of 2025 Today**

What will the integrated business planning (IBP) processes of 2025 look like and why must companies start preparing for them today? The pace of technology change is happening faster than ever seen prior while being indiscriminate on the industries it is completely disrupting. With the increasing complexity of today's markets and corporate structures, getting internal and external planning alignment across key customers, functional areas, geographical regions, suppliers, and other service providers is becoming more critical for company's survival each year.

Key Take-Aways

- Cover the rapid technology changes occurring presently and what the IBP processes of 2025 may look like
- Review the different IBP maturity stages for People, Process, and Technology
- Interactive smartphone surveying to benchmark attendees on their IBP maturity levels
- Examine benefits of collaborative IBP processes on organizations' overall performances
- Discuss methods companies should use to progress IBP maturity

Speaker: **Steven Hainey**, *Director of Supply Chain, Applied Materials*, NEWELL BRANDS

Presentation: **Different Approach to An Integrated, Customer-Focused Quality Management System**

Expanding products and ramp in shipments, Lam Research needed to improve its ability to work on the right quality issues that were impacting the customers. To accomplish this, an integrated quality management system, with new process and a new software package was enable, collecting the impact at submission, and prioritization of resources to get maximum results.

Key Take-Aways:

- Use of customer impact, not cost, company impact or who makes the most noise is key to prioritization
- Integrating the sources of non-conformance into one system allows a holistic view of quality across the company
- Ability to combine issues with a common factor into single investigation with clear connection and traceability can multiply the impact of your resources on the customer, and overall quality
- Less impacting issues can be combined and resolved to get to true root cause, preventing issues from getting to the critical customer impact stage

Speaker: **Edward Niemi**, *Senior Director, Global Quality*, LAM RESEARCH, INC

- **Product Development & Innovation**

Presentation: **Creating a Culture of Innovation**

Creating a culture of Innovation in Supply Chain functions is critical to meet the rapidly changing customer environment. As our customers demand integrated solutions with more personalization and shorter lead times, our Supply Chain organizations will need to innovate to compete. This presentation focuses on creating a culture of innovation in your organization in order to meet customer demands.

Key Take-Aways

- Innovation culture is critical to meeting customer demands
- Design Thinking can be used to solve supply chain problems
- Supply Chain employees need to improve innovation capability
- Processes, Capabilities and Measurement systems must evolve

Speaker: **Linda Lavelle**, *Director, Quality Global Strategic Design Office*, JOHNSON & JOHNSON

Product Development: Quality, Intelligent Design, Verification Processes and Return on Investment

Presentation: **Risk-Based Product Definition, Design, Development, and Transfer**

The optimization of product desirability, quality, and cost is a key goal of product development and can be particularly challenging in a regulated environment. This presentation provides a strategy to support this goal, and requires risk-based, cross-functionally defined product requirements that are translated though feasibility, development, and transfer gates into risk-based specifications and product testing controls.

Key Take-Aways

- Criticality of and strategies for defining risk-based product requirements
- Transitioning through the feasibility, development, and transfer gates per objective criteria that minimize risk
- Strategies for bridging product requirements with risk-based product specifications and associated test methods

- Aligning above with cGMP and ISO requirements.

Speaker: **Vladislav Nodelman, Ph.D.**, *Director, New Product Introduction Operations*, HOLOGIC, INC.

- **Improving Operations Performance**

Presentation: **Improving Performance for Customer Delivery**

Perfect Execution is about transforming our behaviors & improving performance. Have clarity around our external and internal customer requirements & needs, design & plan with velocity in mind, executing results & value. Performance improvement is ultimately based on people, built by people, modified by people, advanced by people who are empowered, encouraged, engaged, equipped, and resourced. We have been deliberate about our relationship with the purpose to enhance both quality & speed in all key elements to better serve our marketplace.

Key Take-Aways

- Improving Agility and Flexibility
- Improved Collaboration
- Improved Safety & 6S
- Improved Product & Materials Velocity
- Improved Customer Satisfaction

Speaker: **Santos A. Juarez**, *Director of Operations – Refrigeration*, EMERSON COMMERCIAL & RESIDENTIAL

- **Manufacturing Innovation**

Presentation: **When You Find Yourself in A Hole, Stop Digging and Start Innovating**

The need to continually improve manufacturing is clear. The need to know when to stop pursuing incremental improvement and to go after significant innovation must be made clearer. Disruptions and crises provide an opportunity to rethink manufacturing systems and strategies.

Key Take-Aways

- What are we entitled to expect from our current manufacturing process?
- What do we do when our current process will never meet our needs?
- How do we make the case for significant or disruptive innovation?
- How do we select the innovation?
- How do we successfully execute on the innovation we bring forward?

Speaker: **Kenneth Creasy, Sr.** *Director of Manufacturing Technology & Innovation*, JOHNSON & JOHNSON

Presentation: **The Future of Manufacturing Is Disrupted**

As each day's new technology leapfrogs over what came before, everything from procurement to R&D must shift. The Fourth Industrial Revolution is here, and manufacturers can either embrace disruptive technology to win new market share or face irrelevance and extinction. Disruption is the path to winning, and it's more attainable and attractive than most of us realize.

Key Take-Aways:

- How to achieve flexible, reliable outsourcing
- How to get improved supply chain visibility
- Why a distributed supply base is essential and how to get it

- How to gather and properly leverage the right data to improve your production and procurement processes

Speaker: **Drura Parrish**, *CEO*, MAKETIME

Presentation: **Lean-Driven Innovation**

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Speaker: **Norbert Majerus**, *Master Black Belt, Lean & Six Sigma*, THE GOODYEAR TIRE & RUBBER COMPANY

• **New Technologies for Plant Optimization**

Presentation: **Get More from Your Plant Floor**

The emergence of Industry 4.0 and the Industrial Internet of Things (IIoT) is bringing to market technologies that are fundamentally transforming the world of manufacturing. Asset Connectivity, Data Extraction, and Data Manipulation are no longer technical barriers to achieving Smart Manufacturing. Is your organization educated, aligned, and structured to leverage these technologies and reap their benefits? Learn why deploying a Smart Manufacturing platform is easier than ever.

Key Take-Aways

- Connectivity Layers and Strategies – Edge, FOG, Cloud
- Communication Protocol Standardization
- Begin with the End in Mind: What's the problem you're trying to solve?
- Which Data is Right for You? - Define Your Use Cases
- Driving Transparency Across the Enterprise – Integrating with Business Systems

Speaker: **Jeff Price**, *Executive Vice President*, 5ME

Presentation: **Connecting Machines and People - making our factories "millennial ready"**

FreePoint is making the factory floor "millennial ready" by connecting all value adding machines and processes to the cloud without modification, regardless of the machine type, brand or age, and then making the work accomplished visible to both management and workers in a live stream, in effect gamifying the work.

Key Take-Aways

- Every value adding machine or process can be connected to the cloud easily with FreePoint.
- Younger workers require feedback and visualization of goals and results accomplished.
- FreePoint's patent pending technology makes it easy to gamify any process.
- Gamification can improve productivity by as much as 35%.
- The value added metrics used for engagement can be plugged into ERPs and other systems.

Speaker: **Paul Hogendoorn**, *President*, FREEPOINT TECHNOLOGIES INC.

Workforce & Talent Management

- **Improving Current Employee Engagement and Productivity Levels**

Presentation: **Setting up a World Class Associate Engagement System**

What manager doesn't desire to maximize their team's performance? A new approach has proven to engage employees in even the most hardened environments. It focuses on rebuilding the culture around the leader-associate relationship across all company levels and has been successful in small organizations to large multinationals.

Key Take-Aways:

- What drives underperforming individuals and teams might not be what you think
- Why do traditional associate engagement practices often fall short of expectations
- How do world class performing organizations drive associate engagement?
- Key elements in setting up your own associate engagement system
- Launch plan for your own engagement system to exceed expectations!

Speaker: **William Kirchmeier**, *Director, Global Supplier Development*, TECUMSEH PRODUCTS COMPANY

- **How to Attract Millennials into Perceived Lower Tech Manufacturing Careers**

Presentation: **Staffing and Attracting A-Players**

"The participants will engage in a discussion about the pervasive, but sometimes un-noticed, human capital issues facing their industry. A recent McKinsey study reported the United States will be short over 200,000 data scientist and other technical professionals by the year 2020. This gives rise to a few issues. They are: (1) Why?; (2) Will it impact my industry; (3) Why should I care; (4) What could I do. last, we will have an open discussion around workforce aging and creating a personal action plan around it.

Key Take-Aways:

- The issues impacting their industry
- Strategies to attract and cultivate talent
- Strategies to retain talent
- Strategies to insulate themselves against aging against market value

Speaker: **Ronald Ward Esq.**, *Vice President*, ORIGLIO BEVERAGE

- **Managing the Changing Workforce**

Presentation: **Shared Best Practices in Managing the New Manufacturing Workforce**

The presentation will focus on sharing best practices in managing the new manufacturing workforce. By outlining the changing dynamics in the workplace then coupling it with tested business practices will arm people with specific tools to help reduce turnover and attract talent.

Key Take-Aways:

- Changes in the workforce are demanding new strategies to recruit and retain skilled talent
- Recognizing that there is no "silver bullet" answer to solving issues with employee retention and absenteeism and that any approach needs to be both multifaceted and realistic
- Why repositioning manufacturing with the youth is critical to helping sustain manufacturing into the future.

Speaker: **Chris Drees**, *Vice President, Global Operations*, MERCURY MARINE

- **Increasing Employee Engagement through Workforce Development**

Presentation: **Lean Culture: Our Lean-Journey in Different Sites in Different Cultures**

Miba Bearing Division is part of Miba AG. Miba AG is an Austrian mid-sized company (\$800m Sales) with the strategic positioning as technology leader. The value chain of Miba Bearing Division is long and complex. We work on implementing lean in the different sites more than 10 years. For the last 3 years the next step is to improve leadership and develop the organization towards a new understanding of continuous improvement. The major target is to implement a behavior that improvement activities are daily routines. Key elements for this lean culture are the "structured problem solving" – Process and an integrated approach for Human Capital in order to create an environment of mutual trust. Even though the concept is global, the details of the concepts in each area (US, Europe, China) are different.

Speaker: **Clemens Honeder**, *COO*, MIBA BEARING GROUP