

# Lean & OPEX

## Case Study

### Creating a sustainable cultural transformation based on efficiency improvement

- Identify a clear strategy and vision to reach objectives
- Strong commitment will be needed
- Leadership is important
- Establishing a continuous improvement culture

**Javier Esparza Herraiz**  
VP Manufacturing Europe  
*Cooper Standard*

## Case Study

### Identify reasonable expectation with C-levels on lean manufacturing implementation

- Technology became underline magic behind improvement in productivity & efficiency
- Ensure to have the relevant data and be strategic about analyzing those data
- Establishing a continuous improvement culture
- Agile is in and lean startup approach has been brought into everything in production

**Luis Miguel del Saz Rodríguez**  
Head of Digital  
Transformation Ordering & Logistic - *Airbus*

## Case Study

### Is our portfolio ready to deliver Industry 4.0 projects?

- Building awareness of Industry 4.0 and setting up task forces
- Determining the demand-supply gap of the future workforce
- Embrace Agile for continuously improving the workforce

**Vikram Srivastava**  
Director Business Transformation PMO  
*Philips*

## Case Study

### Building factory for the future based on 4 pillars:

- Smart automation
- the connected factory
- Innovative process design
- Smart people

**Sergi Vilar**  
VP, Head of Pharma & APIs Sites Cluster  
*Merck Group*

## 16:15 Site Visit Tour

You are invited to join our Industry 4.0 manufacturing tour in Barcelona where you will see real implementation for smart factory. The tour will end with a networking cocktail.

08:30

Registration and Coffee

09:00

Opening note From Chairman

09:10

Speed networking Session

09:30

## Case Study

10:00

### How company culture, strategy and continuous improvement go hand in hand.

- Making the clear bridge with the strategy of the company
- Amplify specific touchpoints & processes
- Execute & formalize ideas into reality
- Embedding this way of working "in everything we do in our factories"

**Johan Heyman**  
Sr. Vice President Organizational Excellence  
*Barco*

10:30

11:00

Networking Break & Coffee

11:30

## Workshop

### Using lean principles to ensure that implementation of industry 4.0 technologies drives business value

- When & how the full benefit of industry 4.0 will materialise
- Right Investment in skills & training
- Digitalise the product development life cycle
- Ensure the modern assembly workers feel valued & competent & have access to information they need to complete diverse tasks with no error.

**Kasper Bødker Mejlvang**  
Corporate Vice President, DFP Manufacturing Development  
*Novo Nordisk*

13:00

Lunch and networking time

14:30

## Case Study

### Workforce as cornerstone of the change

- It's not only about skills and capabilities, it's specially about developing the right mindset
- Leadership really matters. Drive your team for excellence.
- Automation as a holistic transformation with people at the core.

**César Lombarte**  
Operational Excellence Manager  
*B.Braun*

15:30

## Team Project Session

This session lead by the Chairman, will allow you to apply your recently acquired knowledge from the panel of experts into developing a digital transformation roadmap

16:00

Closing notes from Chairman

# Industry 4.0

## Keynote

### Virtual Plant Model for a global manufacturing business

- Simulation-based manufacturing data analytics
- Realising a virtual factory through communication, integration & dynamic stimulation
- Develop a capability that allows largely auto-generation of a virtual factory model

**Wald Westerlinck**  
VP Global OPEX & Quality  
**Maxion Wheel**

## Case Study

### Automatic end of line buffer on AGV's, Faurecia Vitoria Plant

- Project: Initial situation & alternatives solution
- Advantages buffer on AGV's
- Information, communication, transparency and people
- Lessons learn

**Alberto Nadal**  
Manufacturing & Lean Manager  
**Faurecia**

## Workshop

### Ensure to have ROI before implementing digital transformation and avoid pitfalls

- Moving more data and services to the cloud a basic step to reduce capital expenses
- Implement new tools speed up innovation, reducing design cycles and development time. These tools allow you to understand customer needs
- Wrong skillsets are a big risk to your investment

**Oliver Herrmann**  
VP Supply Chain & Manufacturing Agile Transformation Lead  
**T-systems**

## Workshop

### Transforming Ideas into Pilots & Pilots to implementation"

- Define a clear business & operation model
- Design a technology architecture (3D lifecycle, machines, robotics, automation)
- Power of data, reporting & analytics

**Cornelia Thieme**  
Director Global Manufacturing Science  
**Biogen**

## Team Project Session

This session lead by the Chairman, will allow you to apply your recently acquired knowledge from the panel of experts into developing a product service revenue.

08:30

Registration and Coffee

08:50

Opening note From Chairman

09:00

## Think Tank

9:45

### Digital framework for PDCA (Plan-Do-Act-Check)

- Empower a team of knowledgeable employees to work together to solve a defined problem
- Set clear goals that stretch the team to think differently
- Establish a method of measurement so you can track progress and create accountability.
- Adjust your solution as you continue to learn

**Patxi Bueno**  
Process & Manufacturing Engineering Director  
**Alstom**

10:30

11:00

Networking Break & Coffee

11:30

## Case Study

### Emerging Additive Manufacturing process

- On the industry & business processes
- On maintenance & design processes
- The benefits of standardisation for 3D printing
- Developing a standardised framework for 3D printing

Partner Session

12:00

13:00

Lunch and networking time

14:30

## Case Study

### Industrial IoT Platform structure

- How the production events can be communicated?
- Data filtration and analysis to trigger action
- Streaming processes to ensure consistency of data

Partner Session

15:00

16:00

## Case Study

### Digital manufacturing to strengthen agile manufacturing

- Adapt quickly and rapidly answer to the changing demand of consumers.
- Retaining the know-how in the company
- Rapidity of the process allows an iterative production.
- Failure Mode Avoidance Process

**Joanna Nidecka**  
Chief Operations Officer  
**SENSILAB**

16:30

Closing notes from Chairman

17:00