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Hear 11 Successful Organizations Describe Their Lean Six Sigma Successes and Obstacles. Benchmark the Best Lean Six Sigma Practices and Quality Implementation Strategies Through an In-Depth Examination of Organizations You Have Been Following, Including:

- Lexus/Toyota
- Acura/Honda
- General Electric
- McNeil Consumer Healthcare, A Johnson & Johnson Company
- Medtronic, ENT
- Clemson University
- Next Level Partners
- Schneider Electric
- Milliken & Company
- Canada Post
- Teknion

BENCHMARKING BEST PRACTICES IN LEAN SIX SIGMA:

How to Optimize Six Sigma and Lean Tools To Reduce Waste and Cost and Increase Quality

**Hotel Novotel Toronto Mississauga Center,
Toronto, Canada**

Tuesday, June 2 – Thursday, June 4, 2009

INCLUDED! A Tour of Champions!!
Participate in 3 Amazing Plant Tours



**TOUR #1:
Honda/Acura**

Gain a behind-the-scenes look into Honda/Acura when Clemson's conference provides you access to these two main plants rolling out 390,580 cars per year in plants under 45 acres of roofline. Visit the first Japanese automobile plant built in Canada to see this unique company's state of the art facilities which manufactures the Civic, Acura 1.7 EL, Acura MDX and Honda Mini Van.



**TOUR #2:
Canada Post**

Tour the 40th largest business in Canada and experience how they managed a Lean Six Sigma turnaround focusing on employee engagement. You will witness how Canada Post realized dramatic improvements in speed of delivery while cutting costs and reducing processes and how the organization can now compete with anyone.



**TOUR #3:
McNeil Consumer Healthcare, A Johnson & Johnson Company**

Gain a rare opportunity to take a walk through this unique 192,000 square foot plant (just after McNeil has completed its Johnson & Johnson Lean Assessment! Kaizen work, 5s, Flow, pull and standard work are evident throughout the plant in this highly-regulated environment that manufactures Tylenol for the Canadian marketplace along with 190 SKUs.

PLUS... Roll Up Your Sleeves and Participate in an Outstanding Workshop!!

The New Era of Lean—How to Reduce Costs and Variation, Collapse Lead Times and Gain Market Share By Increasing Your On-Time Delivery Using Lean in Transactional Areas

“Excellent – we came with a group of 19 people and really appreciate the fact that Clemson worked with us to provide an area for the team to debrief after each day!”

*Al Drinkwater, Plant Manager
Albany International*

Enroll today by calling Kay James at (864) 656-2200! Or register online at www.clemson.edu/success

Benchmark Best Practices In Lean Six Sigma

Don't settle for marginal levels of improvement! Attend this conference and you'll hear the world's best Lean and Six Sigma leaders showcasing their strategies for achieving agile, aggressive and enlightened manufacturing! Benchmark the best! From beginning to end, you won't find another conference as chock full of ideas to ignite your company's quality transformation.

10 Reasons You Need to Attend This Conference:

- Your organization needs to reduce costs, cycle times and defects
- You'll sleep better knowing your organization's decision making is data and fact-driven
- You'll discover best practices that can save your organization the thousands of dollars each Lean Six Sigma project returns in measurable value
- You want to have the tools and skills to positively redesign the way your business gets done
- Practicing what you learn at the conference will propel your organization toward "Best in Class" status
- You want to remove the silo effect and create a barrier-free corporate culture
- You'll learn how to use the trade's best tools designed for creative problem-solving
- You'll explore how to drive this system of management in your organization as you "ride shotgun" for three days learning Lean Six Sigma's roadmap
- You want to identify continuous improvement projects with major ROI and that best align to the needs of your business
- You want your Lean Six Sigma initiatives to positively affect both your company's customer satisfaction and investor relations

150 Participating Companies in Past Clemson University Lean Six Sigma Conferences

A. O. Smith
ABB, Inc.
AGY Holding Corporation
Albany International
Alcan Primary Metal Group
Alfmeier
Alice Manufacturing Co., Inc.
Allison Transmission/GM
ATC
AW North Carolina Inc
Bausch & Lomb
Beckman Coulter
BMW
Boeing Company
Bosch
Bowater
Brady Corporation
Bridgestone
Bureau of Engraving & Printing
Cabot Corporation
Capsugel
Carpenter Advanced Ceramics
Carter Grandle Furniture
Caterpillar
Celestica
Central Kentucky Special Education
CommScope
Cooperative
Computer Dynamics
Conoco Phillips
Dade Behring
Darlington Fabrics
Delta Apparel
Delta Woodside Inc
Dow Chemical
Drive Automotive Industries
DTE Energy
Easley Custom Plastics, Inc.
Eastman Chemical
Eaton Corporation
Elster Electricity, LLC
Emerson Industrial Automation
Eurokera North America, Inc.
Fabri-Kal Corporation
Fairchild Controls
Federal-Mogul Corporation
FEDEX
Foodscience Corporation
Franklin International
Fuji Photofilm, Inc
GE Energy
General Dynamics ATP
Georgia Pacific
Global Performance
GMPT-Baltimore Transmission
Goodrich Company
Hickory Springs
Hobbs Bonded Fibers
Hoerbiger-Origa
Holland Hitch
HopeGlobal
IDC
International Paper
International Speciality Products
International Truck and Engine
Corporation
J B Laboratories
John Deere
KCI Konecranes
Klockner Pentaplast
Kohler
Kraft Foods
KV Pharmaceutical Company
L-3 Communications Display
Systems
Lockheed Martin
Lovain County Community College
M/A-Com
MAHLE
Mastercraft Boat Company
McKeechic Vehicle Components
McNeil Nutritional
MeadWestvaco
Medtronic

Menlo Worldwide Logistics
Mergon Corporation
Meridian Automotive Systems
Mettler-Toledo, Inc
Michelin
Milliken & Company
Mills Manufacturing Corp
Minitab
Mirant Corporation
Mitsubishi Polyester Film
Monsanto Chemical Company
Moog Components Group
Motor Wheel
NACCO Materials Handling Group
National Textiles
NCR
Neptune Technology Group
Nevamar Company
North Side Foods Corporation
Novelis
Parkdale Mills Inc
Parker Hannifin
Pioneer Aerospace
Plastipak Packaging
PML, Inc.
PPG Industries
Precision Fabrics Group
Proctor & Gamble
Propex, Inc.
Raytheon Missile Systems
RBX Industries
Reemay Inc
Rexnord Industries
Rexroth

Safelite Auto Glass
Safety Components/Fabric Tech Inc
Schneider Electric
Scotsman Ice Systems
Select Comfort
Shaw Industries
Siemens
SKC, Inc
Solar Turbines Inc.
Solectron
Southwest Cheese
Steelcase
Sunbeam Corporation
Textube Corporation
ThyssenKrupp
Timken
Tower Automotive Corp
TRW
TurboCombustor Technology, Inc.
United Space Alliance
US Can
US Engine Valve
Viracon
Vistakon
Volvo-Penta
Wabco Transit Division
Warren Rupp, Inc
Westinghouse Savannah River, Inc.
WhiteWave Foods
Wise Foods
Woodward Governor Company
Yale Security
Young Touchstone

CONFERENCE AGENDA

Day I: Tuesday, June 2, 2009

7:00 am **Register and pick up your conference materials** at the Hotel Novotel Toronto Mississauga Center

8:00 am **Welcome to the Conference and Conference Overview**

Conference Chairperson: Laurie Haughey,
Conference Organizer and Director,

Clemson University, Center of Professional
Advancement and Continuing Education

8:10 am "Faces and Places"

Join your colleagues for an opportunity to get to know each other and improve the quality of your networking during the conference.

8:30 am

**ROLL-UP YOUR SLEEVES WORKSHOP:
The New Era of Lean—How to Reduce
Costs and Variation, Collapse Lead Times
and Gain Market Share By Increasing
Your On-Time Delivery Using Lean in
Transactional Areas**

NEXT LEVEL Partners®, LLC, Mike Holland,
Vice President, Consulting Services and Ronica
Bowen, Vice President, Consulting Services

Bring real-life problems from your company to this roll-up-your sleeves workshop and walk away with solutions you can put to work right away. I think we can all agree that your business has a greater chance of survival despite the economy if your focus is on your customer, taking active measures to reduce your lead times, poke-yoking your processes and conserving resources.

During this unique workshop, gain a new perspective by looking at cost reduction as an opportunity to build a better more flexible infrastructure for your business of the future. Like no other time, organizations this year are being challenged to reduce costs in all areas, not just manufacturing. Mike, an expert in Manufacturing and Health Care applications, will share proven techniques and examples in Health Care, Food Service, Hotel Operations, Financial Services, Information Technology, Legal Services, Security and other Transactional areas—the philosophy being that all organizations can learn from each others' best practices. Add to your solutions manual when Mike takes a strong, detailed study into examples of

- Value Stream Mapping
- Transactional Process Improvement
- Variation Reduction
- Standard Work
- Changeover Reduction
- Variation Reduction

Discover tried-and-true methodologies for collapsing your lead times, drastically reducing and controlling your costs—all while maintaining zero defect quality and 100% on-time delivery. Mike will also focus on using these tools together in a Lean Business System Transformation using the Toyota Production System. Points made during this hands-on work shop

Your Benefits Are Guaranteed!

We are confident your organization will gain important insights from this program. If you're not satisfied with this conference, you will receive an immediate refund of your entire registration fee.

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will be made more relevant through simulations, question and answer sessions, and real life examples.

9:45 am **Refreshment/Stretch Break**

10:00 am

ROLL-UP YOUR SLEEVES WORKSHOP:

The New Era of Lean—How to Reduce Costs and Variation, Collapse Lead Times and Gain Market Share By Increasing Your On-Time Delivery Using Lean in Transactional Areas
(Continued)

11:10 am **Board Buses to Travel to Honda/Acura Plant Tour**

Enjoy a boxed lunch while traveling to Honda of Canada Manufacturing plants in Alliston, Ontario.

12:30 pm **Tour of Champions #1: Honda/Acura Plant Tour**

Experience a walking tour through Honda of Canada Manufacturing's (HCM's) state-of-the-art facility. Here, approximately 4600 associates manufacture 390,000 vehicles per year. Proud winner of J.D.Power and Associates IQS Award for two years running as well as ISO 14001 Certified and ISO 9002 certified, the facility is one of Honda's premier manufacturing facilities in the world. The tour offers you an insider's look into HCM's \$2 billion plant including the quality processes and controls which have earned the company upwards of 10% of the Canadian market share. Learn how the company uses the latest trends in lean manufacturing to produce the Acura MDX and CSX Sedan, Honda Civic Sedan, Si and Coupe. As you tour this facility, you'll discover the methodologies used by the first Japanese automobile manufacturer to establish a production facility in Canada. Your tour will cover all aspects of automotive manufacturing including stamping, welding, painting, final assembly and vehicle quality.

1:30 pm **Question and Answer Period**

Hosted by Honda's Quality Team

2:00 pm **Board Bus to return to Novotel Hotel**

3:15 pm **How to Engage Your Suppliers Toward Partnered Sustainability**

GE Energy, Sven Verbroekken, LEAN Team Leader - GSCM

Explore the process and methodologies used by GE Energy's team to engage suppliers in lean activities. During this session, Sven will share how GE's suppliers vastly improved their efficiency and increased the benefits GE Energy realized assisting their supplies. Sven will cover the strategy side, including how

- GE Energy identifies suppliers to engage in a lean partnership.
- GE Energy balances lean supplier demand vs. supply.
- GE Energy utilizes the DMAIC process to drive sustained lean improvement at their suppliers.

In addition, Sven will fully illustrate GE's processes from initiation of a lean partnership with the supplier through the completion of the project and the transition phase of the lean ownership to the supplier.

5:15 pm **Networking Social**

Unwind after your first day of learning and network with your industry peers and speakers during a social hosted by Clemson University.

DAY II – Wednesday, June 3, 2009

7:00 am **Continental Breakfast**

Join other conference participants and speakers for a continental breakfast hosted by Clemson University.

8:00 am **Morning Kick-Off and Conference Overview**

Laurie Haughey, Clemson University

8:10 am **How to Drive Productivity in Your Organization Through the Use of Continuous Improvement Tools**

Schneider Electric, Bertram Wells, Manager/Organizational Development

In 2008 Schneider Electric determined that the training paths for Six Sigma and Lean should be aligned to increase the overall continuous improvement competencies in the organization. This resulted not only in the creation of a new learning path but in a more in-depth upskilling of employees. The overall project, completed in February 2009, has created a training curriculum that will be used by Schneider Electric worldwide. Tools in the new model include Lean, Six Sigma, consulting skills, change management, and Supply Chain Management. Explore these newly learned skills and how they can help your company to better apply both Lean and Six Sigma throughout the DMAIC process. Through the application of the tools, consulting with the major stakeholders of the project, and managing the changes through communication and employee involvement, discover how you can create sponsorship and manage resistance to the changes you are implementing. Also, learn how you can use a kaizen approach led by your highly skilled coaches to identify and close projects in a timely manner.

9:10 am **Refreshment/Stretch Break**

9:30 am **Sustainable Development At Teknion: A Change Initiative . . . "Small Moves, Big Shift"**

Teknion Corporation, Scott Deugo, Senior Vice President Design, Marketing and Sustainable Development

Explore how Teknion, a leading international designer, manufacturer and marketer of office systems and related office furniture products, developed a very unique strategy to engage the organization and move to pro-active environmental responsibility across all levels. Teknion has won over 50 design awards in the past four years, including the Design of the Decade Award from the Industrial Designers Society of America. And yet its most compelling design is arguably the design of the entire organization. Driven from the top down, discover how the organization utilized a charter of sustainable development and set yearly goals and objectives. Scott will detail how Teknion used an array

of foundation programs to initiate the necessary behavioral changes and established the purpose of each with clear expectations including

- ISO 14001,
- Greenguard,
- Low Emissions testing,
- Eco Logo,
- LEED (Leadership in Energy and Environmental Design), and
- DfE (Design for the Environment).

Interestingly, you will determine that Teknion has not simply become a 'greener' company but a better, stronger company. Scott will illustrate that the company's reduction of environmental impacts has reduced both scrap and non-value added processes. Growing a company with pro-active environmental responsibility has enhanced its relationships with both clients and suppliers. Teknion is ISO 9000 and ISO 14001, won the prestigious 'Corporate Competitiveness Award' at the 2007 GLOBE Awards and was named Recycling Counsel of Ontario's 2008 Platinum Award Winner. Scott will share through a variety of metrics how the company earned its great results including how Teknion

- Took the responsibility seriously.
- Assembled a GreenWorks team of 40 employees, representing all facets of job types from the shop floor to senior executives, hand-picked for their personal commitment to recycling and other environmental projects.
- Understands the 'Butterfly Effect' and that "small, seemingly modest acts can cause major shifts in behavior."
- Made sustainable development who they are in terms of an organizational culture with a vertical integration of operations from design through manufacturing and distribution.
- Have become a prominent example of the philosophy that what is good for the environment is good for business.
- Became more competitive and captured more market share.

10:30 am **Stretch Break**

10:45 am **How Your Organization Can Eliminate 7 Forms of Waste (Muda) To Decrease Cost and Increase Customer Satisfaction**

Toyota Motor Manufacturing Canada Inc. (TMMC), Kent Rice, Assistant General Manager of Manufacturing Lexus North America

Most everyone knows the Toyota Production System (TPS) has substantially changed the way manufacturing is done and, as far as benchmarking the best practices, there are few better examples. TPS works to continually enhance the quality of the end product. It does this by optimizing resources, reducing waste and uncovering potential flaws - and thus moving both the product and the processes used to build it ever closer to perfection. During Kent's session, explore the planning and creation of the first Lexus assembly plant to operate outside of Japan. To date, TMMC in Cambridge, Ontario continues to be the only plant outside of Japan to win the right to build Lexus. Kent

will share background information on the successful launch of the new 2010 Lexus RX350 model, on customer satisfaction and how customer expectations change during an economic downturn. Most importantly, he focuses on the 7 Muda (a Japanese word for waste) which invariably keep companies from thriving, particularly in poor economic times. Join Kent as he explores processes you can put into place which reduce waste all through your manufacturing environment. These include

- Overproduction
- Inventory
- Motion
- Waiting/Delays
- Transportation
- Over-Processing
- Scrap, Rework and Defects

11:45 am **Networking Luncheon**

Enjoy some more networking with fellow participants and speakers during this banquet-style luncheon sponsored by Clemson University.

12:45 pm **Driving Improvements at Canada Post**

Canada Post, Jag Sharma, MBA, BScEE, BB, Director of Engineering and Continuous Improvement and Dustin Thesin, Value Stream Specialist

Jag offers you a high-level overview of Canada Post's continuous improvement program and how the organization utilizes its Value Stream Map to thoroughly identify the greatest opportunities for improvement in terms of quality, safety and potential savings to the organization. Explore specific examples of chosen Lean Six Sigma projects and their results with Dustin who will offer you a preview of what you will see once you are on your practical, walk-through tour of the Toronto facility.

1:30 pm **Board buses for Canada Post Tour of Champions Part II—Canada Post**

Tour a facility that began its Lean journey in 2003—a story of magnificent turnaround in a short span of time. A short while ago everything at Canada Post was incredibly crowded. Discover how Lean and Six Sigma tools were used to reduce waste and improve material flows in order to better utilize the facility to meet business needs. During the tour, you will witness the many efforts to improve mail flow at its Toronto facility while learning how Canada Post is working to unify its operations, standardize processes and best practices across the organization. You will have a behind-the-scenes opportunity to examine how trained “lean six sigma” leaders coordinate their many projects while acquiring a first-hand knowledge of how Canada Post

- Uses lean material-flow and Six Sigma statistical tools to identify the greatest opportunities for improvement and implement changes.
- Changed the flow of material and created preliminary sorting hubs which required much less space
- Kept the mail flow constant, which reduced the work-in-progress inventory. Empowered employees with much greater authority to react appropriately to blockages.
- Reduced handling and rework with better incoming mail quality.

- Communicated and required standard practices and best practices across the company.
- Used Lean/Six Sigma to facilitate a 96.8% on-time delivery rate for letter mail against a stated target of 96%, whereby ensuring ten consecutive years of profitability for the corporation.
- Gained Senior Management's commitment of process management as the foundation for managing and improving Canada Post's business processes.
- Linked all Lean Six Sigma initiatives and improvements to the process management system and aligns them to the needs of the organization.
- Trained process owners and managers to identify and break down business problems into manageable Lean Six Sigma projects based on process data.
- Provides support for the roles of its Black Belts and Green Belts that enable them to continue using their skills for process improvement.

4:00 pm **Board buses to return to Conference Hotel**

Day III—Thursday, June 4, 2009

7:00 am **Continental Breakfast**

Join other conference participants and speakers for a continental breakfast hosted by Clemson University

8:00 am **Morning Kick-Off and Conference Overview**

Laurie Haughey, Clemson University

8:15 am **Board Buses for McNeil Consumer Healthcare Plant Tour**

9:30 am **McNeil Consumer Healthcare: Sharing Metrics From Johnson & Johnson's Lean Processes, Success Factors, Leadership and Deployment**

McNeil Consumer Healthcare, A Johnson & Johnson Company, Mary K. Tranter, Manager Manufacturing Excellence

Focus on a Johnson & Johnson Company as Mary uncovers McNeil Consumer Healthcare's 20 year history of Continuous Improvement and its nine year journey of Process Excellence and Lean. McNeil Consumer Healthcare utilizes many tools in the vast tool belt of J & J, and Mary will share metrics and real time examples from the company's Lean processes, success factors, leadership and deployment. Learn many strategies from how McNeil operates under strict governmental controls. Mary will highlight what you will see while on your walk-through tour while she discusses

- Goal alignment.
- Leadership roadmap.
- The company's Lean strategy.
- Successes, failures and what drives the corporation's culture.
- Metrics of past cost savings, continuous improvement, waste elimination, kanbans, VME and 5S implementation plans.
- Lean Transformational MAP.
- How innovation is interwoven into culture.
- Process Excellence, and
- Future plans.

10:30 am **Tour of McNeil Consumer Healthcare Manufacturing Plant in Guelph, Ont.**

Your insider's view into McNeil Consumer Healthcare—Johnson & Johnson's Guelph manufacturing campus, spans more than 205,000 square feet. Here you will gain a behind-the-scenes look into the highly regulated batch production of TYLENOL®, MOTRIN® IB and BENYLIN®. The plant operates in a highly-regulated environment with 300 non-unionized employees to manufacture and package both liquids and solids that supply the Canadian marketplace. This site also manufactures a selection of products for Johnson & Johnson's international markets—all in all 190 SKUs. Your tour will also take in the facility's Quality Control Laboratory to see how this group is applying Lean principles. For McNeil, their potential for growth is contingent on driving change through continuous improvement. Clemson University's tour could not be timed more perfectly as you will be able to view all the variety of metrics which drive the company's Process Excellence. Weeks earlier the plant will have completed Johnson & Johnson's Lean Maturity Model Assessment, a significant assessment provided by J&J's corporate leadership which is based on J&J's Eight Lean Fundamental Principles. During your tour you will see best practices in

- Process Excellence/Lean Manufacturing
- Six Sigma – Black Belts, Green Belts, Red Belts
- Johnson & Johnson Lean Maturity Model based on its Eight Lean Fundamental Principles
- The proper use of tools, including Kaizens, 5S, Flow, Pull and Standard Work.

12:00 Noon **Return to Hotel in Toronto**

Your lunch will be provided as you travel back to the host hotel and network with your fellow participants and speakers.

1:15 pm **Understanding Hidden Complexities in Global Supply Chains: Lessons For Lean and DMAIC Approaches**

Clemson University, Aleda Roth, PhD, Burlington Industries Distinguished Professor in Supply Chain Management

Companies that can better manage supply chain complexity are significantly more competitive and profitable. Join Aleda as she uncovers needling complexities in long supply chains and the challenges companies are facing. Explore the variety of quality risks and issues associated with global supply chains, especially those associated with imports from emerging markets. Learn how to qualify the trade-offs between outsourcing from low-cost regions versus more sustainable regional supply chains where suppliers are known and quality is offered with higher assurances. These trade-offs and inherent quality risks will be highlighted using information from trends of US food imports from China. Also, Aleda will share cutting-edge statistical data demonstrating the inherent difficulties and quality risks posed by global sourcing and nearshoring using the US Food and Drug Administration (FDA) audit data of pharmaceutical manufacturers. She will lead a discussion on how these challenges might best be handled and offer you a different path to complexity management, namely the conceptual framework called the “6Ts” of supply chain quality management. Each of the “6Ts” –

traceability, transparency, testability, time, trust, and training—are critical to managing your supply chain complexities. Your 6T blueprint for quality improvement can be interpreted in terms of the all familiar Define—Measure—Analyze—Improve—Control (DMAIC) approach of Six Sigma. Discover how you can improve the quality of your products you source and deliver through your global supply chain using the 6T blueprint to serve as both necessary inputs and desired outputs in each DMAIC phase. As Aleda concludes, you'll discover that lessons learned point to lean supply chains resulting in higher levels of sustainability and a better understanding of going global.

2:15 pm **Stretch Break**

2:30 pm **Leadership Tools, Systems and Principles Which Drive Change**

Medtronic ENT, Jerry Bussell, Vice President, Global Operations, Medtronic Lean Manufacturing

Medtronic ENT/NT, a Medtronic business sector, is headquartered in Jacksonville and is a leading manufacturer of surgical products designed to treat people with eye, ear, nose, and throat diseases. Jerry was responsible for molding Medtronic ENT/NT into a Lean organization. During his session, Jerry will detail the leadership tools, systems and policies employed from the top down which earned the company *IndustryWeek* magazine's Plant of the Year honors and the Shingo Prize. More importantly, after just 12 months under the new leadership system, Jerry will detail how this division used the Shingo model, policy deployment and 3P to gain the following return on their investment:

- Productivity increased by 20% in manufacturing
- Productivity increased by 34% in distribution
- Lead time was reduced by 70%
- Space reduced by 33%
- Customer order fill rate increased from an average of 85% to 95%

3:30 pm **Milliken's Approach to World-Class Operational Excellence**

Milliken & Company, Craig Long, Vice President, Milliken Performance Solutions

Ranked within the top employers in America by *Fortune* magazine and ranked 17th safest company in the US, Milliken has won the Malcolm Baldrige Award, the European Quality Award and 57 TPM Excellence distinctions awarded by the Japan Institute of Plant Maintenance. The company is one of the largest privately held American companies with many diversified product lines in textiles and chemicals servicing the automotive, floor covering, specialty apparel, industrials, as well as many specialty chemical businesses. Most companies today find themselves in competitive environments to a level they have never experienced. Also, most organizations deploy single point initiatives only to find they get the low hanging fruit and then quickly plateau. During Craig's closing keynote presentation he will share Milliken's specific challenges in the very competitive textile market and the tools and methods, such as lean, six sigma and many others, used to compete. The best practices that will be discussed will be based on building a "Bottoms-Up" organization that has a strong foundation of associate engagement. You will learn from Milliken's best practices and lessons learned, including the following

- A comprehensive overview of its 8 Pillars of the Milliken Performance System as the engine to drive its transformation.
- Milliken's challenge to successfully engage the hearts and minds of every associate in the company.
- Access to the cornerstone strategies of Milliken's success and an insider's view into the Milliken Performance System—a system developed using the learnings and best practices developed throughout 25 years of successful manufacturing.
- Milliken's work in teams; How Milliken eliminated well over 90% of its front line supervision.
- The challenges of "plateauing" on many single point initiatives, and how Milliken invested in sending 120+ managers to Japan to study so the company could create its own operating system.

4:30 pm **Final Comments and Adjournment**

"This conference was a good opportunity to network, share and learn from others who are going through similar challenges."

*Tony Lawen, Lean Sigma Black Belt
Michelin North America*

12 Former Participants Have This To Say ...

"This was the most beneficial conference I have participated in during my entire career."

*Jeff Robson, Director of Supply Chain
Precision Fabrics Group, Inc.*

"Three years later and we are still referring back to portions of the workbook we were given as part of the conference proceedings."

*Greg Van Grinsven,
Project Manager, John Deere*

"Great job! The speakers spoke from their own experience and knowledge. They were down to earth with their presentations. This conference is one of the most interesting that I have ever attended. Our company is several years into the Lean journey and this conference has been very effective for me."

*Joe Venable, Executive Vice President
Alice Manufacturing Company, Inc.*

"The conference was very informative and well presented by competent, interesting speakers. I gained many ideas to take back to my company."

*Kenneth Adams, Commodity Specialist
Elster Electricity, LLC*

"I look forward to seeing a schedule of future conferences. This was a valuable experience, and I will have others within our company attend future conferences."

*George Cazaliet, Plant Manager
Albany International*

"This conference has supplied our group information and knowledge we plan to bring back to our Six Sigma/Lean activities. It has brought fresh ideas into our organization. Extremely well done."

*Michael Shipman, Master Black Belt
Caterpillar, Inc*

"The conference was well thought out and each presenter's structured session was beneficial to any Lean/Six Sigma practitioner or facilitator. The transfer of knowledge between SMEs was a plus, and I am looking forward to the next conference."

*Deanie L. Kitchens,
Operations Analyst-Lean Deployment
The Boeing Company*

"Likely one of the best conferences on Lean that I have ever attended."

*Randy Lowe, Lean Coordinator
Mills Manufacturing*

"Very informative and enlightening. I'm sure I can take away several points made in the various performances and apply them within our organization."

*Maureen Farmer, Production Supervisor
Parker Hannifin Corporation*

"I was impressed with the caliber of professionals presenting the material. They spent time describing the rocky roads as well as the successes. This is content I can actually use."

*Mark Volesky, Sr. Consultant
Dakota Manufacturing Extension Partnership*

"A very thorough conference. It covered a broad variety of Lean topics. Many excellent charts and graphs were discussed."

*Joe Grippo, Production Engineer
Pioneer Aerospace*

"Clemson University is obviously a leader in Lean Six Sigma and brings out some of industry's biggest names. I loved the plant tours. I never dreamed I could see one of Lockheed Martin's F22 Raptors on an assembly line! It was great to participate and learn from those who are doing this well."

*Tony Satcher, Supply Chain Manager
Jarden Consumer Solutions*

YOUR LEAN SIX SIGMA EXPERTS....

RONICA BOWEN, MBB, spent 20 years with Danaher Corporation as a lean manufacturing professional before joining Next Level Partners as Vice President of Consulting Services. She also held positions in Operations, Engineering, Maintenance and Quality. Most recently, she was Director of the Danaher Business System for Danaher Corporation in the southern United States and Mexico. She also served as the Worldwide DBS Director for one of Danaher's largest divisions (\$700M+), Gilbarco Veeder-Root. During the acquisition and integration of Gilbarco into Gilbarco Veeder-Root, Ronica led a team of eight lean professionals in implementing lean manufacturing and six sigma into a mixed model, engineered-to-order, operations environment. This team facilitated over 175 kaizens per year in the US, Mexico, Europe and China. Ronica earned her Master Black Belts in 5S/Visual Management, Standard Work, Materials Pull Systems, Value Stream Mapping, Variation Reduction, Single Minute Exchange of Dies, Total Productive Maintenance, Transactional Process Improvement, and Production Preparation Process (3P). She is also a certified Six Sigma Black Belt from Air Academy. She co-authored Danaher's, Flow module, Boot Camp for Lean Professionals, and Total Production Maintenance Module. She is certified to teach Hoshin Kanri, CEDAC, Boot Camps and Executive Orientations. During her career, she has personally facilitated over 750 kaizens in Fortune 500 and large manufacturing companies throughout the world. Her sensei is Mr. Chihiro Nakao and was trained on Hoshin Kanri by its creator, Dr. Yoji Akao.

JERRY BUSSELL, MBA, has more than 30 years of operations experience with high growth companies at various levels. He has served as Director of Manufacturing Operations, Managing Director and Senior Director during domestic and international plant start-ups and initial public offerings. He has worked for divisions of Bristol-Myers Squibb, Allergan Inc., and Kraft Inc. He is Chairman of the Jacksonville Lean Consortium and also serves as Chairman for the Shingo Prize. He is a Trustee of the Jacksonville Chamber of Commerce and on the board of the Jacksonville University Athletic Association. Jerry received the prestigious Medtronic Wallin Leadership award for transforming Medtronic ENT/NT's traditional manufacturing operation into a nationally-recognized model of lean manufacturing. Under Jerry's leadership, Medtronic ENT/NT was awarded one of *Industry Week's* Best Plants in North America in 2002 and was recipient of the Shingo Prize in 2003.

SCOTT DEUGO is Senior Vice President of Design, Marketing and Sustainable Development, responsible for worldwide product design and corporate marketing. He also leads the corporation's strategic focus on reducing environmental

impacts towards the goal of sustainable development. Scott joined Teknion in 2000 to lead the design and operations of the filing and storage division. In 2003, he was appointed as the company's first Vice President of Sustainable Development. Prior to joining Teknion, Scott held senior executive roles in Organizational Development for an international capital equipment manufacturer, and in business and design for a U.S. furniture manufacturer. Scott graduated from the School of Industrial Design at Carleton University in Ottawa, Ontario, in 1980 with a Bachelor of Industrial Design.

MIKE HOLLAND, BB, spent 5 years in automotive product development, 10 years in manufacturing leadership and 5 years in healthcare lean transformation before joining NEXT LEVEL Partners®, LLC last November. Most recently, Mike was the System Director of Operational Planning and Process Excellence at OhioHealth. He lead the health system through the implementation of Hoshin Kanri (a.k.a. Goal Deployment, Policy Deployment or Hoshin Planning) as their operational planning model and correspondingly through the adoption of rapid-cycle process improvement (both kaizen and kaikaku). Prior, Mike held various manufacturing leadership roles including Danaher Business System Manager, Director of Manufacturing, Director of Quality and Vice President of Operations at Danaher Corporation. During Mike's time at Danaher, he was mentored by renowned lean experts from Shingu-jitsu. Before Danaher, Mike was an applications and development engineer at Eaton Corporation where he primarily served Toyota Motor Corporation of Japan and Isuzu Motors of Japan. Mike earned his Six Sigma Black-Belt certification and was personally trained by the Goldratt Institute on Theory-of-Constraints manufacturing methodology and by The Covey Institute on Leading With the 7 Habits during his tenure at Eaton. From Eaton, Mike joined a key tier-one electronic supplier to Honda and spent 2 years in Japan under the tutelage of a Japanese sensei learning automotive component design and lean manufacturing techniques.

CRAIG LONG, Vice President, Milliken Performance Solutions, has been with Milliken & Company for more than 34 years. He previously has had corporate-wide responsibility for Six Sigma, The Milliken Performance System, and Milliken's Product Management Improvement initiative. Craig has been involved in all aspects of corporate quality since being named Director of Quality in 1994 when he lead two study missions to Japan following Milliken receiving the Malcolm Baldrige National Quality Award. His career has included leadership positions in Industrial Engineering, Product Development, Business Management, Corporate Education, and Recruiting. Craig has sat on Milliken's Policy Committee and served as a Corporate Officer for the past 15 years and has been a member and past chair of the Quality Council of the Conference Board for the past 14 years.

KENT RICE is the Assistant General Manager of Manufacturing Lexus North America. He was heavily involved in the planning and creation of the first Lexus assembly plant to operate outside of Japan. Recently, he was also involved in the successful launch of the new 2010 Lexus RX350 model which has just become available at Lexus dealerships across North America.

ALEDA ROTH, PhD, is Burlington Industries Professor of Supply Chain Management at Clemson University. She was a visiting Research Scholar at London Business School, and served as visiting Professor at Unversidade Catolica Portuguese, Portugal, WHU, Otto Beisheim Graduate School of Management in Germany, IESA in Venezuela, and at INSEAD in Singapore. She worked in top management for a decade prior to her academic work. An internationally recognized empirical scholar in service and manufacturing operations strategy, Aleda's research offers practical explanations of how organizations can best deploy their operations, global supply chain and technology strategies for competitive advantage. In 2004, she was named an International Fellow of the Advanced Institute of Management Research (AIM) by the British Government in conjunction with London Business School. During her career, she has received in excess of \$2.75 million in external funding. In 2006, with more than 130 publications to her credit, she was awarded grants by SAP to establish a Global Supply Chain Technology Futures Initiative.

JAG SHARMA, MBA, BSCEE, BB, is the Director of Engineering and Continuous Improvement for the Greater Toronto Area at Canada Post with oversight of all engineering continuous improvement on the design and process side with a team of managers and engineers, mostly Black Belts reporting to him. The Greater Toronto Area processes 40-60% of Canada Post's mail. Jag is a graduate of GMI Engineering and Management Institute with a degree in Electrical Engineering. His career started with an 11-year tenure in the auto industry with General Motors in Oshawa and Ford in St. Thomas. He spent the following 5 years between Maple Leaf Foods and Teleflex Energy, before coming to Canada Post. Jag has worked with Canada Post for one year and is very much enjoying learning the mail industry.

DUSTIN THESIN has been with Canada Post for just over one year. As a Value Stream Specialist he is the local process owner, responsible for identifying and realizing opportunities in terms of key business objectives. Dustin is a certified Lean and Six Sigma Green Belt and is working towards a Black Belt certification through the completion of successful projects. He has a degree in Manufacturing Engineering from the University of Manitoba and has worked for Monarch Industries designing welded hydraulic cylinders as well as with the Royal Canadian Mint as a quality systems engineer.

MARY TRANTER has 35 years of service with the Johnson & Johnson Family of Companies, currently with McNeil Consumer Healthcare, Guelph, Ontario. She has primary responsibility for supply process improvement, Process Excellence, Lean and Facility Training. Mary has more than 25 years experience in supply chain management—five of these years at Johnson & Johnson. She is a Green Belt certified. Mary is part of the plant Process Excellence Leadership Team. Her main responsibilities are to enable all other plant operations to embrace lean as culture, facilitate Kaizen events, ensure Johnson & Johnson Lean Principles are deployed, and provide lean training.

SVEN VERBOECKEN, BB, MBA, is General Electric's Energy Sourcing Lean Team Leader, leading a team of 20 Lean Black Belts located around the globe. Sven has 12 years experience with General Electric, is stationed in Germany, and has served as Sourcing Black Belt at GE Plastics, Program Manager at GE Healthcare, Director Sourcing at NBC Universal, and Lean Black Belt at GE Energy. He is a graduate of the University of Utah and Weber State University.

BERTRAM WELLS, BB, MBA, is Manager—Organizational Development at Square D/Schneider Electric where he leads Lean, Six Sigma, Change Management, Project Management, Engineering, and Management training. He has taught Continuous Improvement and Change Management classes in Australia, South Africa, Europe, Canada, Mexico and the United States. Bertram has more

than 37 years of experience in the manufacturing environment, with over 20 years being dedicated to educating the workforce on how to identify and eliminate waste in both manufacturing and office environments. He has received numerous awards over his career including both local and national PWMD (People Who Made a Difference) awards. He has received two management awards for his involvement in Manufacturing Excellence and Engineered to Order projects. He is certified as a Lean Expert, a Lean Master and a Six Sigma Black Belt. Bertram has a Masters in Business Administration degree and an undergraduate degree in Business and Economics.

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