



ENTERPRISE EXCELLENCE IRELAND 2017

CROKE PARK, DUBLIN
31ST MAY 2017

GLOBAL LEADERSHIP IN LEAN MANAGEMENT
TO GLOBALLY POSITION IRELAND AS THE RECOGNISED LEADER IN LEAN ENTERPRISE EXCELLENCE



- Lean Principles
1. Identify Value
 2. Map The Value Stream
 3. Create Flow
 4. Establish Pull
 5. Seek Perfection

Supported by Enterprise Ireland and IDA Ireland





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GLOBAL LEADERSHIP IN LEAN MANAGEMENT

To Globally position Ireland as the recognised leader in Lean Enterprise Excellence

Enterprise Excellence Ireland 2017 will bring together over 500 Lean Managers from the Irish business community to openly discuss the implementation of Lean management systems within their facilities & organisations.

www.eeireland.com

Plenary Sessions

8.40am: Intro Ronan McGlade
 9.00am: Minister Pat Breen
 9.15am: IDA Ireland Mary Buckley
 9.30am: Enterprise Ireland Julia Sinnamón
 9.45am: Break to Streams

Stream A *Managing Culture as a Key Driver/The Beginning*

- 10.00: Case 1 Rottapharm – Patrick Garrahy
- 10.35: Case 2 ABP Food Group – Tom Culhane/Peter McMonagle
- 11.10: Case 3 Ericsson – Paul Madden
- 11.45: Case 4 Chanelle Group – Yvonne Clavin

Stream B *Building Local Capabilities/The Next Steps*

- 10.00: Case 5 Dairygold – Kieran O'Mahony
- 10.35: Case 6 Friends First – Joe Flynn/Paul Lynch
- 11.10: Case 7 Ormua – Stephen O'Mullan
- 11.45: Case 8 Schaeffler – Dr Alexander Ruestig

Stream C *Lean Supply Chain for Optimisation/Transformation*

- 10.00: Case 9 Dawn Meats – John Rohan
- 10.35: Case 10 Integer/Lake Region Medical – Noel Hennessy
- 11.10: Case 11 NTMA - John Maxwell
- 11.45: Case 12 Topflight Travel Group – Anthony Collins

Stream D *Strengthening Global Operations in Ireland/Competitiveness*

- 10.00: Case 13 Dell EMC – Denis Lucey
- 10.35: Case 14 Volkswagen – Marko Antonio Sebastian
- 11.10: Case 15 Abbott Diagnostics – Sean Kelly
- 11.45: Case 16 Lufthansa – Tom Caffrey

Stream E *Leadership & Lean in a Challenging Sector*

- 2.00: Case 13 Mondelez Int – Ian O'Toole
- 2.35: Case 14 Volkswagen – Dr. Heiko Gierhardt
- 3.10: Case 15 Dawn Farm Foods – Garry Corbet
- 3.45: Case 16 InnaLabs – Sean McNulty & Shane Hughes

Stream F *Business Efficiency & Effectiveness/Lean in Service*

- 2.00: Case 17 Toyota – Keith Edwards
- 2.35: Case 18 Rigney Dolphin – Ian Gourlay
- 3.10: Case 19 AIB Digital Innovation – Andrea Baker
- 3.45: Case 20 AON Ireland – Gerry Halliden

Stream G *Innovation in Lean Services*

- 2.00: Case 21 Ward Solutions – Anne Reynolds
- 2.35: Case 22 Zimmer Bionet – David Keane
- 3.10: Case 23 CBE Ireland – TJ McHugh
- 3.45: Case 24 Intel – John French

Stream H *Working Together to Increase Competitiveness/Thinking*

- 2.00: Case 25 University of Limerick – Ann Ledwith
- 2.35: Case 26 Waterford Institute of Technology – Darrin Taylor
- 3.10: Case 27 Trinity College Dublin – Michael Flynn
- 3.45: Case 28 Disability Federation of Ireland – Dermot O'Donnell

12.45 – 2.00pm

Lunch & Networking

- Stream A** – How to start your efficiency drive and why working with the culture of an organisation is key to success. Lean lessons in starting out
- Stream B** – Driving continuous improvement, maintaining momentum and supporting the organisation to change its culture towards a CI approach
- Stream C** – Engaging across the supply chain, creating efficiencies and raising the bar at all levels
- Stream D** – Moving towards Enterprise Excellence - the next level of Lean Ireland
- Stream E** – Providing leadership, walking the talk and carrying the banner for Lean, building an organisational culture of CI, Rewarding key players
- Stream F** – How innovation can be applied to Lean in Services - both in pure services and in manufacturing services
- Stream G** – How can we apply innovation to our thinking in organisations to increase activity and change for more than change sake
- Stream H** – How Third Level/Providers work with companies to evoke competitiveness and create the future Lean Ireland

For more information please contact paula@boxmedia.ie

Plenary Session



GLOBAL LEADERSHIP IN LEAN MANAGEMENT



8.40am
Introduction
Ronan McGlade

Lean manufacturing is a management philosophy that pursues the continuous elimination of waste in all business processes though kaizen, also known as small and incremental improvement. Enterprise Excellence Ireland 2017 will bring together over 600 Lean Managers from Irish industry & business to openly discuss the 4 pillars of Lean Management; Zero Defects, Takt, One Piece Flow and The Pull System. Over 32 keynote speakers, across 4 streams, 2 workshops and 5 Solution Suppliers (hive meetings) will analyse the psychology of Lean Management and the practical application of same. The event is designed to showcase Ireland as an efficient, sustainable environment where international organisations can enhance productivity, improve efficiency and streamline processes.



9.00am
Minister Pat Breen
– Minister of State
– Department of Jobs,
Enterprise & Innovation

Minister of State for Employment and Small Business
Pat Breen TD was appointed Minister for Employment and Small Business on the 19th May 2016. Pat was first elected to Dail Eireann in 2002 and was successfully reelected in 2007 and 2011. He served as Chairman of the Joint Oireachtas Committee on Foreign Affairs and Trade from 22nd June 2011 to 3rd February 2016. Prior to Pat's election to Dail Eireann, he was a member of Clare County Council from June 1999 to 2002.



9.15am
Mary Buckley
Executive Director
– IDA Ireland

Member of the Executive Leadership team in IDA with extensive experience in all facets of organisational delivery from leading the marketing team in North America to current role as Head of Corporate Operations function and Regional Development & Property Division within the organisation.



9.30am
Julie Sinnamon
– CEO Enterprise Ireland

Julie Sinnamon is CEO of Enterprise Ireland, a government agency responsible for the growth of Irish-owned businesses in global markets.

Prior to her appointment to CEO in November 2013, Julie held a number of senior public sector positions, spanning a 30 year career in Enterprise Ireland and IDA Ireland.

Julie has considerable experience in a variety of industry sectors, most notably the food sector, where she has worked directly with some of Ireland's best-known food brands, from their originating idea, right through to globally trading multi-national food businesses.

Julie is a member of the Board and Investment Committee of Enterprise Ireland. She has managed Enterprise Ireland's commercial evaluation division and Enterprise Ireland's equity portfolio, one of the largest equity portfolios in Europe, in terms of deal flow.

In 2015, Julie was appointed to the Investment Committee of the Irish Strategic Investment Fund, part of the National Treasury Management Agency, by the Minister for Finance, Michael Noonan. She has been recently appointment to the National Competitiveness Council. She is also a Board Member of the Social Entrepreneurs Ireland and Young Scientist & Technology Exhibition Limited.

Enterprise Excellence Ireland brings together a community of Lean Six Sigma thinkers to openly discuss the philosophy that pursues the continuous elimination of waste in Irish business!

Welcome to the inaugural event **Enterprise Excellence Ireland**, which has been designed to bring together Ireland's Lean Management community to openly discuss systematic good practice and continuous improvement within Irish Service & Manufacturing industries. The event will showcase Ireland's competitiveness on the world stage and provide a medium to generate new thinking through lean Management.

We hope you find **Enterprise Excellence Ireland** to be a productive platform for networking, learning and doing business!

Yours sincerely
Ronan McGlade

Project Director – BoxMedia (ronan@boxmedia.ie)



Generating New Thinking Through Lean Management & Systematic Good Practice



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GLOBAL LEADERSHIP IN LEAN MANAGEMENT

Stream A – Managing Culture as a Key Driver/The Beginning

How to start your efficiency drive and why working with the culture of an organisation is key to success. Lean lessons in starting out



10.00 Patrick Garrahy – Managing Director – Rottapharm

Presentation Title : Our Operational Excellence Journey

After completing a degree in Pharmacy in Trinity College Dublin Pat commenced working as R&D Manager in Clonmel Healthcare, an indigenous generic Irish pharmaceutical company, subsequently he completed a Bachelor of Business Studies degree. Pat left Clonmel to take up the role of Manufacturing Development Manager with Leo Laboratories before joining Jouveinal Laboratories as Plant Manager.

He continued in that position following the acquisition of Jouveinal by Warner Lambert. Pat joined Rottapharm as Managing Director in 1998 during the construction of a new greenfield pharmaceutical production facility. Meda Rottapharm is a Mylan company. Meda Rottapharm was awarded the Shingo Silver Medallion in 2016



10.35 Tom Culhane – ABP Food Group

Presentation title : Building a Structure for Cultural Change

ABP Ireland are in the third year of a cultural transformation programme, supported by Enterprise Ireland. Our objective is to develop motivated teams to use structured problem solving to continuously drive improvements in standards and standardisation. Development of the Continuous Improvement culture is focused on creating a structure of formal tools, underpinning the basic Lean principles. The programme is supported by two centrally employed people, with a full time Lean Coordinator on each site Group Continuous Improvement Coordinator: 20 plus years of experience in the food and engineering sectors, Diploma in Quality Science (Six Sigma Black Belt). Worked as Process Improvement Consultant before re-joining ABP.



10.35 Peter McMonagle – ABP Food Group

Presentation title : Building a Structure for Cultural Change

ABP Ireland, Group Continuous Improvement Coordinator. Background in high speed manufacturing in the food processing and veterinary pharmaceutical centre spanning 22 years. Previously employed as Production Manager in the frozen ready meals sector prior to moving to full time Lean management role six years ago



11.10 Paul Madden – Product Development Head – Ericsson

Presentation title: From crash to world class – scaling agile & lean at Ericsson

Ericsson Athlone is currently one of the largest if not the largest software R&D company in Ireland, with circa 1,000 engineers working in R&D. We are pioneers with Lean & Agile transformation and deliver advanced complex systems to telecom operators all over the world.

I have worked for Ericsson for 20 years and have spent 2 years in Sweden and 2 years in Italy on assignment. I chair the board the SD Learning Consortium, which is a global consortium of companies who visit each other to discover the best Lean and Agile ways of working. I am on the board of governors of Athlone Institute of Technology.



11.45 Yvonne Clavin – Chanelle Group – Operational Excellence Champion

Presentation Title : Growing Efficiently

Lean Six Sigma Black Belt, Degree in Business Management (Hons), Certified Project Management Professional (PMP ®). Yvonne has over 20 years' experience in Manufacturing – Electronics, Medical Device & Pharma (IBM, Boston Scientific, Keeling's and Chanelle).

Yvonne has recently deployed a Visual Management program across the support functions in Chanelle. The result of this program was to change the way we looked at our problems and our processes. Our goal is to grow a culture of problem solving and continuous improvement. Yvonne is leading a multi-year plan for Lean Deployment, aligned with the Shingo Principles, targeted at supporting the planned increases in sales while increasing profitability.

Stream B – Building Local Capabilities / The Next Steps

Driving continuous improvement, maintaining momentum and supporting the organisation to change its culture towards a CI approach



10.00 Kieran O'Mahony – Six Sigma Programme Manager – Dairygold

Presentation title : Developing data analytical capability at Dairygold

Kieran O'Mahony is the Six Sigma Programme Manager for Dairygold Food Ingredients. He is an experienced Business Excellence Leader with more than 20 years of experience in working across Semiconductor, Pharmaceutical, Biopharmaceutical, Medical Devices and Food Industries. A certified Lean Six Sigma Blackbelt since 2004 with over 13 years of proven capability in the deployment, application, training & coaching of Lean Six Sigma Tools and Methodologies.

After studying Electronic Engineering at Cork Institute of Technology, he began working as an Electronics Technician at Analog Devices' Wafer Fabrication Facility in Limerick. From there he moved to Pfizer in Cork, became actively involved in Continuous Improvement and was subsequently certified as a Lean Six Sigma Blackbelt in 2004. Working at Master Black Belt level, he has directly coached over 300 Greenbelts & Blackbelts and upon moving to Abbott Vascular in Clonmel (2012) he became Senior Business Excellence Coordinator with sole responsibility for rolling out Six Sigma Training for all Divisions in the EMEA region. In 2014, he became the 1st Six Sigma Programme Manager in Europe to preside at a site recognised by the (gold) Shingo Prize. He moved to Dairygold in 2015 to lead the Six Sigma Programme as part of the overall Continuous Improvement Strategy. His current focus is the deployment of the Six Sigma Strategy across all Dairygold sites so as to develop the data analytical capabilities of the business. Kieran also holds an MSc in Pharmaceutical Sciences from Manchester University.



10.35 Joe Flynn – Learning & Quality Manager – Friends First

Presentation Title: Journeying from Continuous Improvement to Innovation

Joe Flynn has over 15 years experience consulting with key Business Partners across a range of industries/departments to design/deliver L&D solutions to support business plans and develop talent. His current role is Learning & Quality Manager in the financial services company Friends First (assets under management of over €4 billion). He has been leading the Quality & Excellence Programme in Friends First since 2010. Throughout this period the Quality & Excellence Programme and

Continuous Improvement Culture has helped support the company in surviving a Life & Pensions market that contracted by over 60% in 2011 to in 2017 being the fastest growing Life & Pensions Company in Ireland. Friends First has consistently been Recognised For Excellence at a 5* level since 2010 and were the Ireland Excellence Award Winner in 2016.



10.35 Paul Lynch – Customer Services Manager – Friends First

Presentation Title: The transition to Lean in a Global Dairy Organisation

Paul Lynch is a Customer Services Manager with Friends First. He has over twenty years experience in the Life and Pensions industry. Paul's background is in technical health claims assessment. He has had significant involvement in the Income Protection team winning the Irish Broker's Associations "Best Income Protection Product, 6 years running. In recent years he moved into project management and was responsible for the introduction of an award winning claims management system.

Since becoming a Customer Services Manager in 2015 he has been focussed on risk management, compliance and first line of defense controls. He has introduced a risk management framework across the Customer Services area ensuring that key risk controls are being monitored for effectiveness and regulatory compliance. Feel free to use our images from LinkedIn.



11.10 Stephen O'Mullan – Supply Chain Director – Ornuia Co-operative

Presentation Title: The transition to Lean in a Global Dairy Organisation

Stephen is the Supply Chain Director of Ornuia Co-operative Limited. He joined Ornuia in November 2016 and is responsible for overseeing all Supply Chain Operations and strategic development. Operating out of Ireland, his team supports the companies two divisions, Ornuia Foods and Ornuia Ingredients, with a Global customer reach to over 110 countries. Ornuia Foods is responsible for the international marketing and sales of our brand portfolio with markets serviced through wholly owned subsidiaries in Ireland the UK, Germany, China, Middle East, Africa and the USA, and by locally based distributors and agents in other key regions. Ornuia Ingredients supplies superior quality dairy ingredients from some of the world's most technically advanced manufacturing, pre-packing and blending facilities located in the UK, Spain, and the USA. Prior to his appointment as Supply Chain Director of Ornuia Co-operative Limited, he held a number of senior Global Executive positions during his 17 year career within Dell Inc. He has worked overseas, in markets including the USA, Asia, and Europe, and accumulated extensive experience of Supply Chain, and transformational change. Stephen is a Computer Engineering graduate from the University of Limerick, and has a Master of Business Administration (MBA) from the University of Milton Keynes.



11.45 Dr. Alexander Ruestig – Lean Manager – Schaeffler

Presentation Title: Lean, Launch & Leadership

Dr. Alexander Ruestig is Head of Corporate Industrial Engineering Strategy & Projects at Schaeffler AG, Herzogenaurach/Germany. After graduating with a degree in mechanical engineering, he received a Ph.D. from the Technical University Darmstadt for his dissertation dealing with Product Launch Management of complex products in international production networks.

He worked in different leading positions within the automotive and chemical industries and was subsequently responsible for the global Lean activities of the Schaeffler Group as Vice President Lean Management until he changed to his current position. There he is in charge for Launch Management of complex products and many other projects and topics within the wide field of operations and strategy manufacturing. Besides he is an assistant professor at the Technical University of Berlin for a lecture about Lean Management.



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Stream C – Stream Lean Supply Chain for Optimisation/Transformation

Engaging across the supply chain, creating efficiencies and raising the bar at all levels



10.00 John Rohan – Dawn Meats Group

Presentation title: Continuous Improvement is better than delayed perfection
Specialist Diploma in Quality Management – Lean Systems, Black Belt and a Degree in Agricultural Science from UCD. I have 14 years' experience in sales and manufacturing in the beef industry in the UK and Ireland. I am the Operations Manager in Dawn Grannagh since 2012 which employs 350 people.

We have implemented a lean programme that is based around Visual Management, Standard Work and a Kaizen process that focuses on the removal of the 8 wastes (TIMWOODS). Our goal is to have a culture that we empower and engage all our people to fix problems at the lowest level through a standard one best way problem solving process that has a common language across the site. Tools like Just In Time are underpinned by constant analysis of Takt time cycle times which in turn are sustainable through stable standardised processes and visual management.

Dawn Meats was established in Co. Waterford, Ireland in 1980. As a family business that remains true to its farming heritage, and with a continuous focus on quality and customer service, it has grown to become the meat supplier of choice for customers of Irish and British meat. With a product portfolio spanning from bone-in and boneless meat to frozen burger patties and ready to heat meal solutions, we supply retail and foodservice customers from over 40 countries worldwide.

Dawn Meats supplies a quality range of beef and lamb carcass and primal cuts throughout the Continent. With sales and marketing offices positioned throughout Europe, we offer a close relationship with all of our retail, foodservice and manufacturing customers and we continually strive to serve their requirements as efficiently as possible.



10.35 Noel Hennessy – CI Director – Integer/Lake Region Medical

Presentation Title: Lessons from a Lean Revolution

Having spent a number of years working in the electronics industry, joined Lake Region Medical in 2001 as Production Manager. Two years later when the company first embarked on its lean manufacturing journey Noel displayed a natural flair for managing change and played an influential role in the subsequent deployment of lean throughout the Irish plant.

This success led to his appointment as Continuous Improvement Director in 2005. He received his MSc in Lean Operations from Cardiff University in 2007. As part of Lake Region Medical's on-going quest for excellence, he has participated in benchmarking visits across Europe, United States & Japan. Noel continues to successfully lead Lake Region Medical's continuous improvement journey, with highlights including the company being awarded the Shingo Bronze Medallion and being crowned Irish Medical Technology Company of the Year in 2012. In 2016 Noel's responsibilities were expanded to include Lake Region's plants in France, Germany and Malaysia. Noel is a passionate advocate of the transformational power of Lean Manufacturing and the Shingo Prize Model in particular.

He has served a number of years in a voluntary capacity as Chairman of the South East Lean Forum and as a board member of the Irish Centre for Business Excellence. He is a regular contributor to Waterford Institute of Technology MSc in Lean Business Program and is currently undertaking a Doctorate in Business Administration which is based on the relationship between Continuous Improvement and Employee Engagement.



11.10 John Maxwell – Head of Continuous Improvement – National Treasury Management Agency

Presentation Title: Lean and the Knowledge Worker

John is responsible for promoting and embedding continuous improvement as a "Way of Working" across the NTMA through the use of Lean Management and Lean tools for problem solving. Prior to joining the NTMA John worked in the energy, aviation and not for profit sectors in senior roles in corporate governance, information systems, finance and change management.



11.45 Anthony Collins – Group CEO – Top Flight Travel Group

Presentation Title: How we applied Lean to unlock Profit

Topflight Travel Group was an early adopter of Lean Management processes, which have enabled the company achieve substantial improvements in efficiency and customer satisfaction and cost reductions of over €1m.

Anthony founded Directksi.com in 2000 and led the company through significant growth to become the UK's leading online ski tour operator. In 2010 he completed the acquisition Ski Beat (one of the UK's largest independent Chalet companies) and in 2013 oversaw the company's merger with Topflight to form the Topflight Travel Group. The company now employs over 80 staff in its offices in Dublin, Brighton and the French Alps and a further 150 seasonal staff overseas. In October 2016, Topflight Travel Group hosted an Enterprise Ireland Lean Best Practice visit where the company showcased its application of Lean Management in a service business.

Stream D – Strengthening Global Operations in Ireland/Competitiveness

Moving towards Enterprise Excellence – the next level of Lean Ireland



10.00 Denis Lucey – Vice President, Dell EMC Services & Site Leader – Dell EMC

Presentation Title: Transforming Customer Support Services

Denis Lucey serves as Vice President of Dell EMC Customer Support Services, for EMEA and has been with Dell EMC for 25 years. Leading a team of over 1,300+ people, he is responsible for delivering technical customer service and support to Dell EMC's commercial business customers, also serving as the Dell Cherrywood site lead. Denis works closely with his colleagues in the Commercial EMEA and APJ senior leadership team to establish the evolving needs of customers creating and implementing advanced technical strategies.

Appointed Executive Director of Technical Customer Services for Dell UK and Ireland Commercial business in 2006, his role and responsibilities were expanded in 2008 to also include South Africa and the EMEA Enterprise Expert Centre. In 2009 Denis assumed leadership for the entire Northern and Western European Region and more recently for the complete EMEA technical support network.

In 2011 Denis was appointed to the role of Site Leader for Dell's Dublin based technology campus at Cherrywood which is home to 1,300 technology specialists.

In 2013 he was appointed to Vice President Dell EMEA, Commercial Support Services and his additional responsibilities include Dell EMC EMEA Emerging Market Strategy which includes Africa and the Middle East. He brings a wealth of experience to his role and is committed to meeting and exceeding customer commitments and expectations. Importantly his support team are the single point of contact for the Commercial Sales business.

Denis has worked with Dell since 1991. Over that time he has held a number of senior manufacturing quality engineering and customer services positions including Director of EMEA Product Development, Director of EMEA Manufacturing Product Engineering and Director of EMEA Quality and Engineering. He has a total of 27 years' experience in the Electronics and Computer Industry including 20 plus years management experience.

Denis also has an Honours degree in Engineering (Electronics) from University College Limerick. He is married to AnnMaria and they have one son.



10.35 Marko Antonio Sebastian CFO – Volkswagen (Poland)

Presentation Title: Controller as an Innovator in Lean Processes

Profession Experience

Volkswagen Poznaf, Chief Financial Officer
Volkswagen Nutzfahrzeuge, Head of Controlling Plant Volkswagen Autoeuropa, Total Financial Planning Manager
Volkswagen Autoeuropa, Financial Planning
Volkswagen Autoeuropa, Controlling Specialist
Commerzbank AG, Germany



11.10 Seán Kelly – Global Program Manager – Abbott Diagnostics Division

Presentation Title: Managing culture as a key driver to organisational development and growth

Prior to moving to a divisional role, Seán Kelly, was the Business Excellence Manager at Abbott Diagnostic Longford, a 2016 Shingo Prize recipient. With a Ph.D. in analytical chemistry, Dr. Kelly is a lean six sigma black belt with 20 years of experience in the pharmaceutical and medical devices industry (Abbott, Merck Sharp & Dohme, Elan Pharmaceuticals and GlaxoSmithKline).

His technical and operational leadership experience spans medical device and drug substance manufactures, drug product development and drug discovery research & development.

As Business Excellence Manager at Abbott Diagnostic Longford, Seán focused on creating a culture where principles of operational excellence are deeply embedded into the thinking and behaviour of all leaders, managers and employees.

He led the site's operational excellence transformation which resulted in Shingo recognition. Under Seán's leadership, Abbott Diagnostic Longford also received the National Business Excellence Award from ICFE in 2015, and was named the 2015 Irish Medical Technology Company of the Year.



11.45 Tom Caffrey – Head of Aviation Services – Lufthansa

Presentation Title: From Adversity towards Prosperity in a Lean Enterprise

I am a professional Aviation Executive of long-standing. My leadership skills enable me to direct several creative and innovative organisations. I have played a leading role in the Transformation of our Service Industry through the deployment of Lean-Thinking. I now get great fulfillment from professional Coaching and Mentoring, where I support other leaders in fulfilling their potential.

Aviation Services caters for the Line Maintenance needs of Airlines in Shannon. We offer a full suite of Part 147 Theoretical and Practical Training programmes and we provide total support for the Aircraft Leasing Industry, ranging from Parking and Storage of Aircraft, through all levels of Base-Maintenance and also End of Lease / Transition Services.

We also have on site CAMO Engineers and Part 21 J Design Engineers in our Team.



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Stream E – Leadership & Lean in a Challenging Sector

Providing leadership, walking the talk and carrying the banner for Lean, building an organisational culture of CI, Rewarding key players



2.00 Ian O'Toole – Global Engineering Manager – Mondelez International

Presentation Title: Engineering & Lean – why not?
Over 30 years' experience in Aviation & Food Industries, applying Lean tools & principles in the relentless pursuit of Competitive Advantage.



2.35 Dr. Heiko Gierhardt – Volkswagen (Poland)

Presentation Title: The new Crafter – How to launch Lean
• Director Product and Project Management Volkswagen Poznan
• Head Launch Management Crafter @ Volkswagen Poznan
• Head Global Lean Program @ Schaeffler AG
• Associated Professor @ University of Technology Berlin
• Head Supplier Quality @ Porsche Leipzig GmbH
• Project Manager Quality model line Cayenne @ Porsche AG
• PhD @ BMW AG, Advanced Technology Development in collaboration with University of Technology Munich
• Diploma in Mechanical Engineering @ University of Technology Darmstadt



3.10 Garry Corbet – Head of Continuous Improvement – Dawn Farm Foods

Presentation Title: Building a CI Culture
Garry Corbet is Head of Continuous Improvement and HR at Dawn Farms. Established in 1984, the company employs over 1,000 people across its three production plants in Ireland and in the UK. Recognised as a leader in the B2B supply of fully cooked and fermented meat ingredients and toppings, Dawn Farms specialises in the Foodservice and Food Manufacturing sectors and is a preferred partner to many of the world's leading retail grocery and High Street brands in over 40 countries worldwide. Dawn Farms are the current Irish Exporters Association Food Exporter of the Year. Garry holds a BComm from NUIG and holds an MSc in Lean Operations from Cardiff University since 2013. Garry has successfully put continuous improvement through investment in people at the heart of Dawn Farms Lean strategy qualifying himself and 2 others to Black Belt level and rolling out internal Yellow and Green Belt programmes.



3.45 Sean McNulty – Innalabs – Director (Dolmen)

Presentation Title: Lean NPD – it is Rocket Science
Sean McNulty is an entrepreneur, product designer and innovation specialist. As founder of Dolmen, a product design business, he has designed and developed global award-winning services and products. Sean helps clients pick winning ideas using Lean, design-centred and customer front-end discovery processes, resulting in a 30% acceleration in new product and business development. Sean's customer and human centric approach, combined with his more than 25 years' hands-on industry experience, ensures clients can grow and scale their business quickly. Sean is a certified Design Thinking and Lean Product Design and Development facilitator. Clients and portfolio case stories: www.dolmen.ie
Front End Discovery Programmes include
• Cartier France, mentoring entrepreneurs together with McKinseys and INSEAD 2012-17
• DCU Ryan Propeller, investor selected accelerator program, front end validation
• Stanford's Bio Design structured process for NUIG Bio Innovate program in the medical sector 2014-17
• IRDG Lean Product Development program for Enterprise Ireland and IDA client companies 2016, 17
• Enterprise Ireland's Innovation Management program in support for I4G program 2017



3.45 Shane Hughes – Innalabs – MD (Lean Unlimited)

Presentation Title: Lean NPD – it is Rocket Science
Shane Hughes is Managing Director of Lean Unlimited, a company founded seven years ago with the goal of partnering with Multinational and SME companies developing skills and capability in the areas of Lean Manufacturing, Lean Service Delivery, Lean New Products Development and building the transformation framework to enable High Performance Organisations. Having worked with a number of blue chip companies, Cadbury Schweppes, HJ Heinz, Coca-Cola, C&C Group, Shane has been exposed to some of the best in class systems and processes across these organisations. Shane has also been exposed to working across a number of geographies and cultures. Shane holds an MSc in Supply Chain Management, is a certified lean Black Belt, a certified SAP solution consultant as well as a certified coach in Behaviour Science. It is through a combination of academic knowledge, coupled with 25 years of work experience that enables Shane to partner with Organisations and help them identify either wasteful processes and/or areas of opportunity for the organisation. A key part of the value offering is to project manage the implementation of projects and ensure that the required governance framework is in place to sustain the improvements and for the company to move towards a High Performance Organisation. Through ongoing Benchmarking against peer competitors, ensure that the organisation maintains a competitive advantage and a sustainable business model. Shane is currently engaged with a number of both multinational and SME clients implementing transformation programmes in the areas of lean, lean NPD, ERP systems implementation, Culture Transformation and enabling High Performance Organisations.

Stream F – Business Efficiency & Effectiveness/Lean in Service

How innovation can be applied to Lean in Services - both in pure services and in manufacturing services



2.00 Keith Edwards – Toyota Motor Manufacturing Ltd

Presentation Title: Innovation or Kaizen
I have worked in a number of companies with a range of products from agricultural equipment to aircraft and worked two years in America for McDonnell Douglas before joining Toyota. I have now been with the company over 25 years and have seen many changes, my role has been mainly in the maintenance dept with major changes made to become pro-active not re-active in our support of production.

Over the last four years have been the Section Manager of the Toyota Lean Management Centre working with none competitive companies in developing their own systems based around TPS.



2.35 Ian Gourlay – Lean Programme Leader – Rigney Dolphin Group

Presentation Title: Operational excellence through people in the service sector
Ian is a Lean Six Sigma consultant who has over 20 years' extensive and progressive experience of implementing process, project and change management programmes, specialising in delivering an exceptional customer experience. He worked for Toyota Motor Corporation for 10 years and other organisations such as Express Newspapers, Kerridge Computer Company, UPC Chorus Communications and America Online (AOL), where he was senior process improvement manager responsible for a team of process managers, analysts and specialists across multiple contact centres in both Ireland and the UK. Ian was a key member of the AOL European 'Continuous Business Process Improvements' team using Lean, Six Sigma and CBPI methodologies to share best practice and deliver and track process improvements at a European level. Currently working with RigneyDolphin, he has worked on all client campaigns, identifying best practice policies and procedures, standardised work and opportunities for process optimisation. He has just successfully delivered a Lean transformation to one of our external clients here in Ireland and also assisted them in delivering project/process improvements post training. Over the past 18 months he has delivered a 'contact centre best practice' project to one of the leading providers of healthcare in the US and he is currently heading a Lean continuous improvement programme that encompasses the entire RigneyDolphin and RelateCare workforce in the implementation of Lean best practice and methodology. Ian holds a Master's degree (MBS Hons.) in Lean Practice, Lean black belt, Six Sigma green belt and BS5750/ISO9001 quality management qualifications as well as a HDip honours degree in Business in Management. Ian is also on the Enterprise Ireland and IDA Ireland directory of approved Lean service providers



3.10 Andrea Baker – Agile Coach – AIB Digital Innovation

Presentation Title: Thinking beyond the ledger
Andrea Baker is an experienced senior agile practitioner & coach with extensive experience as a scrummaster, Kanban coach as well as a senior business analyst on development projects; coaching & mentoring. Andrea is motivated by people & by change. Working across the enterprise to create a continuous improvement environment, ensuring people are at the core of agile adoption. Championing the mindset changes and belief re-sets required to effect the desired business results; increasing impact through clear alignment with overall organisational business goals and forward momentum around the next most important needs.



3.45 Gerry Halliden – Project Manager – AON Ireland

Presentation Title: Operational Excellence – The Lean Journey
Gerry is a Six Sigma Black Belt with over 25 years' project management experience in the Financial Services sector spanning IT software development and infrastructure management, Process Improvement, and Chance Management. As the Ireland Manager for a pan European transformation program he was responsible for a major process improvement program delivering significant savings based on the deployment of Lean processes and practices.



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GLOBAL LEADERSHIP IN LEAN MANAGEMENT

Stream G – Innovation in Lean Services

How can we apply innovation to our thinking in organisations to increase activity and change for more than change sake



2.00 Anne Reynolds – Finance Director – Ward Solutions

Presentation Title: Lean at Ward – The Human Factor
Playing a key role in managing and developing the business. Focussed on growth in terms of revenue and margins, budgeting and resourcing. Looking at effectiveness and efficiencies, process improvement and ultimately driving strategy. Overall responsibility for the finance function.



2.35 David Keane – Operations Leader – Zimmer Biomet

Presentation Title: Competing with Low Cost Locations
After completing a Masters Degree in Chemical Engineering in Queen's University, Belfast, David has gained over 20 years of experience in the pharmaceutical and medical devices industry (Merck, Sharp & Dohme, Abbott, Boston Scientific, Merit Medical) in a variety of leadership roles across Engineering, Project Management and Operations Management. David joined Zimmer Biomet in late 2014 as project lead for the set-up of a new 130,000 sq. ft. facility in Oranmore, Co. Galway. After the successful start-up he has assumed operations responsibility for this facility.



3.10 TJ McHugh – R&D Director – CBE Ireland

Presentation Title: The Lean Journey
CBE are one of the leading innovators in POS (point of sale) technology in Europe, providing superior quality enterprise software and SaaS solutions to the retail industry. CBE operate primarily in the UK and Irish market and now support installations in Canada, Australia, The Isle of Man and Algeria. As CBE's R&D Director, TJ has overall responsibility for the delivery of all Software projects in the organisation. TJ has over 20 years' experience delivering innovative products to the Retail and Hospitality markets. His role includes setting out a clear vision and strategy for the R&D division and the delivery of strategic projects to a high quality, on time and in the most efficient manner possible. One element of the continuous improvement strategy used in R&D was the introduction of Lean Software Development and the implementation of Lean tools and techniques such as Scrum (Stand up Meetings) \ Kanban \ Kaizen. TJ has overseen the successful implementation of these lean tools into the R&D process and this in turn has encouraged other departments within the company to adopt similar strategies.



3.45 John French – Lean Construction Program Manager – Intel

Presentation Title: Lean Construction Program Journey
Project Manager in Intel Ireland, Focusing on Continuous Quality Improvement in Construction, Productivity Improvements using Lean Techniques. Using VSM to Systematically eliminate & remove waste. Focusing on Cultural Change & Process Change to eliminate Waste.
• Co-Founder of Lean Construction Ireland CoP in April 2014
• Committed to influencing the Construction Productivity Curve.



Stream H – Working Together to Increase Competitiveness/Thinking

How Third Level/Providers work with companies to evoke competitiveness and create the future Lean Ireland



2.00 Ann Ledwith – Director of Continuing & Professional Education – University of Limerick

Presentation title: Lessons from 15 years of Lean Education in Ireland
Dr Ann Ledwith is the Director of Continuing & Professional Education at the University of Limerick. She holds a BEng in Electronic Engineering, an MBA and a PhD in the Management of New Product Development. She spent over 12 years working industry, initially as an R&D engineer and later as an R&D manager. She has extensive and varied teaching experience including Technical Innovation, Project Management, Reliability Engineering and Innovation Management. She has previously held roles as Director of the Centre for Project Management, Assistant Dean of Adult and Continuing Education and Director of Educational Programmes at the Enterprise Research Centre. Her research interests include project management, lean, innovation and technology management. She regularly publishes on these topics in leading journals including the Journal of Product Innovation Management, TQM Journal, Management Decision, International Journal of Project Management and Research Technology Management.



2.35 Darrin Taylor – Lecturer in Management – Waterford Institute of Technology

Presentation title: Industry-Academia Collaboration Enabling Competitiveness
Darrin Taylor is Lecturer in Management, and Lean Programme Director, at WIT Business School, and member of the RIKON research centre. After a decade in management and consultancy in the corporate sector, Darrin joined WIT in 2004 and is now Joint Programme Director and Lecturer on the Master of Business in Lean Enterprise Excellence, and the Higher Diploma in Business in Operational Excellence. He also lectures Lean/Operational Excellence modules on the Executive MBA and the MSc in Construction Project Management; and supervises postgraduate research on lean management, lean construction, operational excellence, and supply chain management. Darrin coordinates the Annual WIT Lean Enterprise Excellence Forum and the Annual WIT Lean Practitioner Seminar Series. He works extensively with industry, encompassing public and private organisations across all services and manufacturing sectors; and he is a member of the Lean Construction Ireland Leadership Group, and the Lean Ireland Leadership Group.



3.10 Michael Flynn – Director TCD Business School Trinity College Dublin

Michael Flynn is the Director of the Trinity MBA & Executive Education in Trinity Business School and a lecturer with a focus on international entrepreneurship and strategy for scaling of SMEs and business innovation within large multinationals. Michael launched the Trinity Executive MBA in 2011, now the #1 ranked MBA for Executives in Ireland and 5th in Europe with Eduniversal and also ranked #1 in Ireland with QS. The programme is also ranked in the top global programmes with The Economist. In addition to the Trinity MBA, Michael also lectured on the MSc in International Management delivered to Enterprise Ireland clients and the MSc BAP programme and has taught on executive education programmes at IE Madrid, University of Chicago Booth School of Management in the former Barcelona campus, EADA Spain and ISE and EdHec Nice in France. In addition to his native Australia, Michael also spent many years in Japan, and has worked across the Asia Pacific region and Europe, initially in law and later in technology and management consulting. Michael founded his first business at the age of 26 and has been involved in entrepreneurship and intrapreneurship ever since. In technology he has been focused in the areas of venture start-up & scaling, especially in relation to new market entry and strategy for international growth including roles as Director for Asia Pacific for a mid-sized multi-national and country manager for Japan and later South Korea. Michael also worked for a number of years in management consulting in the areas of new market entry & growth and in change management. In addition to his work at Trinity Business School, Michael sits on a number of Boards, including both businesses and not-for-profit organisations. Michael has a BA in Japanese & Economics (Queensland), LLB Law Degree (Queensland), MSt International Relations (Cambridge), MBA (Trinity) and a Graduate Diploma in Education (Trinity).



3.45 Dermot O'Donnell – Disability Federation of Ireland

Presentation Title: Lean in a Community and Voluntary Setting
Development Manager *SOLA, Governance & Quality with Disability Federation of Ireland. Dermot's relationship with both the University of Limerick and Johnson & Johnson has been the driving force behind SOLA – The Centre of Excellence for Sustainable Quality in the Community & Voluntary Sector. A quality professional with a wealth of experience Dermot works closely with DFI members to support and advice on Quality Management Systems. A member of the Quality Management Standards Committee with National Standards Authority of Ireland, (NASI) and current Chairperson of Quality Ireland, Dermot is considered an expert on Quality in the non-profit sector in Ireland. He is a licensed & experienced PQASSO Mentor & Assessor (auditor).

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Stream A & E Here!

Morning Session: Chairperson: Irene Power (Dell EMC)

Stream A: Managing Culture as a Key Driver/The Beginning (9.40am – 12.10pm)

- 10.00: Case 1 Rottapharm - Patrick Garrahy
- 10.35: Case 2 ABP Food Group - Tom Culhane/Peter McMonagle
- 11.10: Case 3 Ericsson - Paul Madden
- 11.45: Case 4 Chanelle Group - Yvonne Clavin



Afternoon Session: Chairperson: Hazel Dunne (Dell EMC)

Stream E: Leadership & Lean in a Challenging Sector (2.00pm – 4.45pm)

- 2.00: Case 13 Mondelez International - Ian O'Toole
- 2.35: Case 14 Volkswagen - Dr. Heiko Gierhardt
- 3.10: Case 15 Dawn Farm Foods - Garry Corbet
- 3.45: Case 16 InnaLabs - Sean McNulty & Shane Hughes



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Stream B & F Here!

Morning Session: Chairperson: Peter Hennessy

Stream B: Building Local Capabilities/The Next Steps

- 10.00: Case 5 Dairygold - Kieran O'Mahony
- 10.35: Case 6 Friends First - Joe Flynn/Paul Lynch
- 11.10: Case 7 Ornuia - Stephen O'Mullan
- 11.45: Case 8 Schaeffler - Dr. Alexander Ruestig



Afternoon Session: Chairperson: Roger Clancy (VoxPro)

Stream F: Business Efficiency & Effectiveness/Lean in Service

- 2.00: Case 17 Toyota - Keith Edwards
- 2.35: Case 18 Rigney Dolphin - Ian Gourlay
- 3.10: Case 19 AIB Digital Innovation - Andrea Baker
- 3.45: Case 20 AON Ireland - Gerry Halliden



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Stream C & G Here!

Morning Session: Chairperson: Jim Rice (Shannon Chamber)

Stream C: Lean Supply Chain for Optimisation/Transformation

- 10.00: Case 9 Dawn Meats - John Rohan
- 10.35: Case 10 Integer/Lake Region Medical - Noel Hennessy
- 11.10: Case 11 NTMA - John Maxwell
- 11.45: Case 12 Topflight Travel Group - Anthony Collins



Afternoon Session: Chairperson: Helen Downes (Shannon Chamber)

Stream G: Innovation in Lean Services

- 2.00: Case 21 Ward Solutions - Anne Reynolds
- 2.35: Case 22 Zimmer Bionet - David Keane
- 3.10: Case 23 CBE Ireland - TJ McHugh
- 3.45: Case 24 Intel - John French



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Stream D & H Here!

Morning Session: Chairperson: Paul Collins (Bolgers Engineering)

Stream D: Strengthening Global Operations in Ireland/Competitiveness

- 10.00: Case 13 Dell EMC - Denis Lucey
- 10.35: Case 14 Volkswagen - Marko Antonio Sebastian
- 11.10: Case 15 Abbott Diagnostics - Sean Kelly
- 11.45: Case 16 Lufthansa - Tom Caffrey



Afternoon Session: Chairperson: Jim Rice (Shannon Chamber)

Stream H: Working Together to Increase Competitiveness/Thinking

- 2.00: Case 25 University of Limerick - Ann Ledwith
- 2.35: Case 26 Waterford Institute of Technology - Darrin Taylor
- 3.10: Case 27 Trinity College Dublin - Michael Flynn
- 3.45: Case 28 Disability Federation of Ireland - Dermot O'Donnell



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CROKE PARK, DUBLIN
31ST MAY 2017

GLOBAL LEADERSHIP IN LEAN MANAGEMENT

Posters & Lean Green Hot Lunch

Lean Product Development Posters

Meet & hear from the below companies who share their story of Leadership, Lean Management and Continuous Improvement

- Stryker
- Excelsys Technologies
- Minteq
- Surmodics
- Innalabs



Lean Green Brown Bag Lunch Session

In this session you will have the opportunity to engage with the below companies directly and understand their approach to Lean Green Programmes:

- Vistakon
- Virgin Media
- Central Solutions





Acclino

Tel: +353 (0) 61 293 587
 Email roisin@acclino.com
 Website www.acclino.com



Acclino's new On-Line Learning Management System in Lean and Process Transformation is designed for business and will deliver results quickly, efficiently and cost effectively – wherever your employees are located.

Our training is certified by the University of Limerick at Level 8.

The Acclino Training programme is supplemented with highly engaging visual and audio case studies for major process transformations in transactional environments across a range of business sectors including Aviation, Healthcare, Manufacturing, Pharmaceutical and Financial Services.

The Acclino Framework has delivered millions

of euro in cost savings for multiple organisations in Ireland and the UK.

The Simple Framework will work on any process. Our goal is to make the complex simple.

At Acclino, we know that process transformation is both a science and an art. We have distilled the essence of Lean, Six Sigma and Project Management into one simple Framework. We will show you how to engage your teams and deliver world class process transformations. We want to share our skills, our knowledge and our passion with you.

Contact us today for a free demo or visit our website on www.acclino.com

Ammeon

Tel: + 353 (0) 1 645 2300
 Email marketing@ammeon.com
 Website www.ammeon.com



"Founded in 2003, Ammeon is a consultancy and services partner that helps organisations make the most of emerging technologies.

Ammeon's consulting practice helps IT organisations adopt Agile-Lean practices to increase their performance and help maintain a leading edge. Ammeon has been approved by Enterprise Ireland to deliver Lean Start, Lean Plus and Lean Transform programmes under the Enterprise Ireland Lean Business Offer. In order to address the growing demand for Agile-Lean skills in Ireland, Ammeon provides a suite of Agile-Lean training courses, available either at our central Dublin Learning Centre or at your

location.

Our Agile-Lean consultants draw on a team of 200 professionals, with unmatched expertise in DevOps, Cloud and open-source technologies.

We have worked with many Fortune 500 companies and our customer portfolio includes Ericsson, Vodafone, Telefonica, Mirantis, AIB, Eir, Carphone Warehouse, CIE, National Transport Authority and Cathx.

For further information please contact marketing@ammeon.com or visit www.ammeon.com"

Business Excellence Consulting

Tel: +353 (0) 86 387 5958
 Email finbarr@businessexcellence.ie
 Website www.leansigma.ie



Finbarr Sheehy has over 25 years' experience in Business Improvement, Manufacturing, Engineering, Training and Human Development.

He is founder and managing director of Business Excellence Consulting (www.leansigma.ie) and works with many organisations and individuals across many sectors, providing guidance and education on strategy, operational performance, business improvement, workflow design, technical problem solving, change management, professional skills and performance coaching.

Business Excellence Consulting has extensive expertise and experience in the following areas,

- Business Strategy & Improvement
- Lean Sigma Implementation
- Training Design & Delivery

- Change Management
- Business & Individual Coaching
- Creativity & Problem Solving

We can also provide the following training and implementation services

- Lean Sigma Introductions
- Lean Sigma Green Belt
- Lean Sigma Black Belt
- Design for Six Sigma
- 7 Step Problem Solving Workshops
- A3 Problem Solving Workshops
- Standard Work / Visual Management
- Creative Problem Solving Skills
- Root Cause Analysis / CAPA Systems
- Breakthrough Thinking
- TRIZ Creativity

Central Solutions

Tel: +353 (0) 61 503 009
 Email info@central-solutions.com
 Website www.central-solutions.com



The National Lean Water & Energy Skillnet is a industry-led training network of over 220 of the country's largest production and service sites. It is focussed on providing subsidised, innovative training programmes to embed sustainable and certified staff skills across corporate members.

Flagship Programmes include :-

- Lean Champions Programme
- Lean Business Process Programme
- Lean Utilities Programme
- SEAI ISO50001 Programme
- EPA Large Water Users Programme
- Behavioural Change Champions Programme

The initiatives is funded by member companies

with support from the Department of Education and Skills and Skillnets Ltd. The network is managed by Central Solutions, an Enterprise Ireland and IDA approved consultancy which also manages the EPA Large Water Users Community of Practice nationally.

For further details please contact rjoyce@central-solutions.com or visit www.leanskillnet.com



Control Station

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Control Station enables the systematic and continuous improvement of production. From decreases in waste and energy consumption to increases in quality and throughput, we provide lean solutions that empower process manufacturers to realize their fullest potential.

As experts in regulatory control we apply focus to the performance of your facility's PID controllers. Our technologies leverage readily available process data to perform advanced analysis of multiple control loops that regulate your business-critical production processes. Through a combination of key performance indicators (KPIs) and advanced forensic tools our solutions proactively identify issues that undermine production performance, isolate the associated root-causes, and recommend appropriate corrective actions. Those same KPIs

automatically adjust as performance gains are realized, constantly tightening control and supporting the continuous process improvement objective of LEAN.

Control Station is a recognized leader in process diagnostic and optimization technologies as well as in the application and transfer of manufacturing best-practices. With offices in Roscrea, Ireland, supporting Europe and the head office in Hartford CT, USA, the company has extensive experience fulfilling the productivity goals of world-class manufacturers from across the process industries, including those in the Biotech & Pharma, Food & Beverage, Oil & Gas and Semiconductor sectors.

For more information contact damien.munroe@controlstation.com or visit www.controlstation.com.

Crystal Lean Solutions

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Email

maria.ryan@crystalleansolutions.ie

www.crystalleansolutions.ie



At CLS, we recognise the Cost Competitive pressures impacting organisations operating in markets that won't stand still. Since 2008, we offer a flexible, yet innovative, approach to Lean Deployment, with a real energy and enthusiasm to deliver results for each client, every time.

Services Provided

- Execute IDA and Enterprise Ireland Lean Business Programs
- Competitive Benchmarking
- Lean Cultural Transformation
- Lean Sigma Yellow, Green and Black Belt Training
- Daily Visual Management, Root Cause Analysis and Leader Standard Work Training
- Six Sigma Data Analysis with Minitab/JMP
- Human Error Prevention Training
- Implementation of ISO Lean, Quality and

Environmental Standards Sectors: Our experienced team support sectors including Pharmaceutical, Food, Electronics, Medical Devices, Healthcare, Precision Engineering and SME's.

Benefits: As approved Enterprise Ireland and IDA consultants, our clients deliver;

- Increased Competitiveness and Capacity
- Reduced Lead Time, Poor Quality and Costs
- Lean Cultural Transformation.

Dataworks Limited

Tel: +353 (0) 51 878 555

Email info@dataworks.ie

Website www.dataworks.ie



At Dataworks we work in partnership with our clients to help them achieve and sustain Lean Enterprise Excellence through the correct application of technology to leverage and extend Enterprise Excellence tools and principles.

Since 1995 our software solutions have made a measurable difference in each of our clients operations and we have created pioneering IT solutions built on leading edge technologies. Many of our clients are Shingo Award winners or on the Shingo journey and Dataworks are applying The Shingo Model internally to drive our own business growth.

We have delivered Business Process Automation, Business Intelligence and Real-time KPI Visualisation solutions which have transformed our clients business by aligning technology to their Lean and Continuous Improvement strategy.

Enprova

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Website www.enprova.ie



As part of the Better Energy Programme the Irish Government has placed an obligation on key energy utilities, fuel importers and named market players to meet specified energy saving targets as part of a multi-annual programme.

ENPROVA has been set up by the Irish Petroleum Industry Association (IPIA) to achieve these targets.

In order to meet these obligations we are required to become actively involved in aiding and incentivising organisations to achieve energy savings, and maximise their effect.

These savings can be achieved anywhere energy usage can be reduced, therefore we are interested in discussing energy reductions that commercial, industrial and transport companies may be achieving in their businesses.

Our engagement with the organisation can take many and varied forms, but is agreed on a case by case basis to ensure best value for the organisation. If you would like to discuss this more feel free to visit us at our stand, or alternatively you can also contact us by email dermot.byrne@reil.ie. We hope you enjoy the conference.



Enviroeye Engineering Ltd.

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 Website www.enviroeye.ie



Enviroeye Engineering Ltd is a mechanical & electrical engineering consulting company.

We provide professional services to the Industrial & Commercial sectors. We act as the clients engineer from business case proposition, project commissioning & performance verification.

Our reputation has grown through successful project delivery within budget and achieving performance targets.

We have completed a wide variety of energy projects. On major projects, performance has been independently verified.

Our philosophy is work in partnership with our clients to deliver successful projects, our track

record is built on our company ethos, Customer Partnership & Service, Experienced based analysis, and Independent professional advice..

EviView

Tel: + 353 (0) 87 9872 579
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 Website www.eviview.com



EviView provides best-in-class production and reliability management software (e-ConnX) to lean focused manufacturers that are looking for continuous improvement of bulk API manufacturing processes. Sectors of expertise:

- Pharmaceutical
- Biotechnology

Benefits of e-ConnX:

- Delivers multiple production performance needs in one unique application so that clients can identify 'The One Truth' and take the right evidence-based actions
- Provides real-time data on downtime which can be used to optimise production processes

and achieve cross-site profitability

- Ability to achieve your planned production schedules through cutting-edge process reliability analytics

Visit us at the e-ConnX platform will help optimise your own production, reliability and financial performance.

Fireblock

Tel: +353 (0) 26 45560
 Email info@fireblock.ie
 Website www.fireblock.ie



Fireblock are a manufacturer of specialist multi-purpose steel door sets and windows with enhanced quality, versatility and performance, with specific emphasis on performance enhanced steel doors and windows including; fire, acoustic, blast and security integrity. The group policy of continuous product development has led to significant expansion of the range of products being manufactured, with the highest level of certification to international standards.

All our doors and windows are designed and manufactured using stronger and more resilient materials, while maintaining ease of use and operation and remaining aesthetically pleasing.

We have the widest range of fully certified, both BS and EN, options for access control and door security and we are one of few companies tested and certified up to 5 Hours fire integrity.

Sectors Served:

Food Industry • Cleanrooms • Electronics • Pharmaceutical Industry • Engineering • Medical • Petrochemical • Manufacturing • Construction • Banking • Aerospace and Defence • IT and Telecoms • Data centres.

Products:

Commercial Doors, Industrial Roller Doors, Glazed Screens, Windows, Louvers, Heavy Duty Utility Doors, Sliding Doors and more.

FITAC

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 Website www.fitac.ie



At FITAC, we provide the newest Business Consultancy techniques, combined with the latest Lean Six Sigma Training services, to ensure your business can stay one step ahead of the competition and succeed.

Right now our most popular Consultancy Services are:

- Creativity & Innovation Methods – Unlocking the potential of your workforce
- Competitor Analysis – Identifying and Reacting to Potential threats to your Business
- Competitor Analysis – Utilising your Competitive Advantage
- Regaining Customer Focus and Organisational Realignment
- Addressing and Changing a Company Culture

- Lean Sigma Implementation and Integration
- Training Needs Evaluation and Delivery

We also provide the following training services

- Introduction to Lean Six Sigma
- Lean Sigma White, Yellow, Green and Black Belt
- Design for Six Sigma
- Route Cause Analysis Workshops
- A3 Problem Solving Workshops
- Process Mapping and Value Stream Mapping
- Project Management



FlowTube

Tel: +353 (0) 61 70 8140

Email gfinan@flowtube.ie

Website www.flowtube.ie



FlowTube.ie are suppliers of lean tubing solutions to meet your process needs. FlowTube is a globally used system that can be used to make workbenches, trolleys, racks, and anything else you might need. It's fully modular, and fully reusable.

FlowTube consists of a range of reusable steel tubes and rapid assembly connecting joints, brackets, roller tracks, parts and accessories. This not only enables you to design and build a wide range of applications and solutions, but can also be integrated into a Lean Manufacturing or Kaizen environment. FlowTube can be used to create bespoke storage and workspace solutions that improve efficiency, reduce waste and save

you time and money. Solutions can be designed to cater for any weight requirement!

FlowTube solutions are simple to design, quick to assemble and completely reusable. It is an extremely versatile solution that lets you customise any application for storage, assembly, manufacturing, distribution and material handling. It is a fully flexible modular system – structures are assembled rather than welded.

Green Business

Tel: 1850 473361

Email contactus@greenbusiness.ie

Website www.greenbusiness.ie



Green Business is a FREE and confidential resource efficiency service for all types of SMEs in Ireland. The service is funded by the Environmental Protection Agency (EPA) under the National Waste Prevention Programme with the objective of delivering substantive resource efficiency improvements and cost savings, through waste prevention and reductions in water and energy consumption.

Businesses can request a free site visit carried out by our experienced Green Business advisors. A report is then produced which provides recommendations for resource efficiency savings. All information is treated as confidential and is not passed to any other party.

Green Business works with Origin Green Companies to help identify resource efficiency opportunities. Green Business identified on average ?37,000 in potential savings per company visited in the last 3 years. Green Business has engaged with over 1000 businesses and held 26 Resource Efficiency Seminars across the country offering companies practical advice on how to save money and become more sustainable.

For more information see www.greenbusiness.ie or email contactus@greenbusiness.ie or free call 1850 473361.

Harmona Consulting Ltd

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Email gregmoran@harmona.ie

Website www.harmona.ie



Most organisations aspire to "continuously improve". The reality is that many fail to do so in spite of lean, six sigma and other continuous improvement initiatives.

In fact, evidence highlighting the high failure rates among many organisations' "continuous improvement" initiatives continues to accumulate.

Harmona enables organisations to "MAKE CONTINUOUS IMPROVEMENT A REALITY" by supporting clients in avoiding the pitfalls that dilute the impact of many continuous improvement programmes.

Our TRIUMPH programme helps client

organisations to bridge the gap between superficial attempts at implementing lean driven improvements where some tools and practices are introduced but results are disappointing or not sustained towards a culture of sustained, ongoing & evidence based improvements. We are active in a number of sectors including manufacturing, construction, infrastructure, transport and healthcare sectors in Ireland & the UK.

Indigo

Tel: +353 0 61 718 771

Email claire@indigovisual.ie

Website www.indigovisual.ie



Indigo Visual Management systems are for business teams who want to get better results from their processes. Bringing people together to focus on a visual based system which reflects realtime data in an easy, clear, & interactive way.

From concept to development we collaborate with you on design thinking your process, resulting in creative custom visual management systems built specifically for your process. Along the way we offer expert guidance & quality designs.

As innovative designers and developers of visual management products to major companies who operate within the lean process we have added real benefits to their operations. With vast

knowledge & expertise of tried & tested methodologies we create high quality visual management designs, structures, tools and supports.

Realtime data, measured targets, metrics and gaps in your workflow are clearly visible allowing for team problem solving & action plans to improve your business performance. Our systems promote continuous improvement within your business, generated from your team and your process working together towards business excellence.



IRDG Innovation Network

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 Email mary.byrne@irdg.ie
 Website www.irdg.ie



IRDG is Ireland's leading non-profit, business-led Innovation Network of member companies and colleges, working together to drive excellence in Innovation within Ireland's industry to create growth, jobs and prosperity.

IRDG is unique as the only organisation in Ireland that is totally dedicated to Research & Innovation. Another unique feature is the diverse range of members, split between indigenous and multinational firms, and covering all sectors and sizes of industry across food, healthcare, software, services, engineering, life sciences, technology and more.

We provide services to our member companies

under 5 Pillars - Representation, Funding & Support, Innovation Networking, Collaboration and Learning. Major themes for IRDG are Funding for R,D&I, R&D Tax Credits, Smart Connected Devices / IoT, Design Thinking and Lean Product Development / Lean Innovation.

Any company that is engaged in Research & Innovation, or would like to build their capacity in this area, is welcome to become part of IRDG's Innovation Network and benefit from the collaborative expertise within IRDG and across the membership.

LBSPartners

Tel: +353 (0) 61 518 408
 Email info@lbspartners.ie
 Website www.lbspartners.ie



LBSPartners is a coaching-based business improvement consultancy with unrivalled experience achieving business excellence. Our approach is hands-on, data-based and results driven; we customise our offerings to meet each of our clients' individual needs.

Established in 2002, LBSPartners have created a unique, practical and proven Framework that enables us to develop solutions which produce the ultimate competitive advantage for our clients. Our Framework methodology recognises four specific cornerstones for success: Leadership, Coaching, Standardisation and Education.

By employing Lean methodologies and best

practices, honed from our collective experience, we partner with our clients to deliver the best results from their people and processes.

Our team of consultants average more than 25 years' experience across a variety of business sectors and have completed in excess of 200 Lean projects and training engagements. As thought leaders within the Lean community, we provided support, in conjunction with NSAI, Enterprise Ireland, Irish universities and industry representatives, for the development of LEAN Swift Standard.

Leading Edge Group

Tel: +353 (0) 21 4855 863
 Email info@leadingedgegroup.com
 Website www.leadingedgegroup.com



Leading Edge Group is a global leader in Continuous Improvement consultancy, corporate training and education. Established in Cork in 1995, we have continued to grow and expand for the past two decades and now have operations in Canada, Australia, and the Middle East.

We have more than 20 years of international experience and have worked with the best of the best across a broad range of sectors. We have honed our skills and expertise to ensure that when you engage us, you are giving your organisation the optimum opportunity to develop, grow and realise its true potential.

We form a natural bond with our clients and

we want to see you grow alongside us. We provide customised services that suit your needs and we work with you every step of the way to realise your organisation's true potential. We care about your people, your culture and your customer – whether you're an individual, an SME or a large corporate or healthcare organisation.

Striving for perfection is at the core of what we do and we will provide you with the platform to develop a Continuous Improvement culture as well as the tools and knowledge to sustain it into the future.

Metrology Direct

Tel: +44 (0) 1452 632 712
 Email sales@sesa-direct.com
 Website www.sesa-systems.uk



SESA Direct, the Lean Manufacturing division of Metrology-Direct, is the sole UK and Ireland supplier for SESA Systems - leader in the production and design of lean manufacturing products for over 30 years.

Our range of products is used to assist the implementation of lean manufacturing concepts such as 5S, TPM, KANBAN, KAIZEN and 6Sigma:

- Computer Protection: to prevent dust or liquids damaging the computers on the shop floor.
- Quality Points: workstations to check quality at the end of the production line.
- Lean Manufacturing: assisting the implementation of 5S/ TPM/ KANBAN

processes to create a clean and efficient environment for the operator.

- Visual Communication: for displaying working procedures, drawings and safety information.
- Hyginox Certified: stainless steel products for use in sterile environments such as those found in the food and pharmaceutical industries.
- Training Kits: support the implementation of lean principles, ensuring all staff are trained effectively and efficiently.



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The Centre for Adult learning and professional Development delivers a range of flexible modular courses in the area of Science & Technology Studies. The Specialist Diploma in Lean and Quality Systems is a one year part-time programme that aims to promote an in-depth knowledge of the thinking and techniques behind Lean and Quality Systems in industry. It is a minor degree award (30 ECTS) at NFQ level 8 and is delivered using blended learning on Saturdays in NUI Galway. The course is recognised by Engineers Ireland as meeting their CPD criteria. It is intended for those who wish to focus their skills with a view to moving into specialist and hybrid lean roles e.g. internal lean

consultants, waste minimisation specialists, process optimisation advisors. In addition to the academic qualification it is proposed that students will have the opportunity to present for Green Belt certification in semester two if they choose, so that they will concurrently achieve a professional qualification. On completion of the course participants will have highly marketable, up-to-date and confidence-building knowledge and skills relevant to product, process and service optimisation and improvement.

OEEsystems

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OEEsystems powerful, intuitive software helps manufacturers to identify, quantify, prioritise and sustain the most important performance losses on the production floor increasing the impact of existing programs such as Lean, CI and OpEx. We work with and help large and growing companies like Cork Plastics, Keelings, C & C, Allergan, Abbott, Alexion, Emerson & Schneider Electric. Our solution is suitable for a range of manufacturing processes including Discrete, Continuous and Batch. No more complex spreadsheets, benefit from powerful analytics, dashboards and reports to provide unprecedented visibility to drive your continuous

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Preferred Results Limited

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Preferred Results always had a Lean focus in the provision of services to its Clients, applying Lean methodologies, primarily, to improve Flow and eliminate Waste in the physical work environment. However, as systems and technologies became faster and more sophisticated, we entered into a partnership with Hyland Software, a US Fortune 100 company which specializes in Enterprise Content Management, with powerful workflow capabilities. This platform enables businesses to model, route and track work wherever it takes place; and to manage Content required by, or

generated by Users. The seamless integration of the physical and virtual work environments enables us to deliver 'Lean Everywhere' across organisations; strengthening our holistic approach which encompasses Strategy, Business Modelling, Organisation Restructuring and Operations across functions.

Rigneydolphin

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Here at Rigneydolphin we excel in delivering an outsource contact centre services to various client around the world. Whether onsite or offsite staffing solutions, Lean or Workforce management consultation and technical support, outbound or inbound campaigns, we have the experience, infrastructure and flexibility to respond quickly to your needs. With individual client relationships spanning over two decades, we are in it for the long haul. Clients can count on Rigneydolphin to deliver excellent results time and again.



SA Partners

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SA Partners is Europe's longest established Lean Consultancy. Established by Professor Peter Hines in 1992, it now employs over 40 full time fee earners and has sites around the world. Following our brand promise of "Together, the power to improve" we work with organisations to develop sustainable improvement. We blend our consulting experience, with structured offerings around assessments, training and coaching. We have a team of experienced lean consultants who have had a minimum of 10 years experience in transforming organisations. We have experience of working on multi site/ country, extended

supply chain, assignments. We structure our teams around Account Directors, Programme Managers, Project Leaders and programme Support. Our people will customise our offering to your specific needs blending Assess, Solve, Train and Coach to particular environment. Our promise is always to leave you with the skills to do this yourselves. We do not offer an "off the shelf solution because every organisation is different in relation to culture, challenges, customers etc. Delivering a bespoke solution which is tailored to the requirements of that organisation, make it far more practical.

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Socrates Workforce Solutions is an industry leader in the design and delivery of skills training and professional development in Ireland.

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- Team Development
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Socrates Workforce Solutions is an Engineers Ireland CPD registered training provider.

For further information contact us at info@socratessolutions.ie or visit www.socratessolutions.ie

Team BDS

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Team BDS is a technical and business Management Consultancy firm operating in Ireland and the United Kingdom since 1995 and are among the leading lean and innovation consultants in the British Isles. With a team of Engineers, Managers, Accountants and System Specialists, providing technical and business consultancy services to multinational corporations, indigenous companies and state bodies, in the manufacturing, industrial and service sectors. All of our resources have at least 15 years' experience at director/senior manager level.

Our primary purpose and commitment is to improve the performance of clients, through the

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University of Limerick

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The University of Limerick is an independent, internationally focussed university with over 13,000 students and 1,300 staff. It is a young, energetic and enterprising with a proud record of innovation in education and excellence in research and scholarship. ULearning is a blended learning development unit within the University of Limerick. It is an innovative connector of industry and academia, addressing individual and corporate skills gaps through professional flexible learning. It offers individuals the opportunity to earn professional certifications and academic qualifications while at work and organisations to design industry specific courses with content based on your needs. For the past

15 years ULearning at the University of Limerick has delivered world-class quality programmes in Lean and Six Sigma and currently offers these at Specialist Diploma and at Masters Level. The programmes are a targeted response to a clearly identified need in specific occupations and sectors of the economy. The course creates graduates that understand the theory and practical application of quality management tools and techniques as they would apply to their own organisations.

VERDE LED

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VERDE LED is a multinational headquartered in Ireland, is a market leader and one of the largest commercial LED Lighting manufacturers and suppliers in Europe.

VERDE LED has a global presence in the pharmaceutical, industrial, data centre, call centre, sports, food processing, retail and commercial/office sectors.

Focusing on quality design and certification, all VERDE LED product meets the most stringent specification and certification requirements globally. All VERDE product comes with industry leading warranties.

VERDE LED has a Design team who specialise in lighting design for new or existing facilities and a dedicated R&D Department optimising

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VERDE LED work with architects, engineers, mechanical and electrical providers, government bodies and distributors. All VERDE products have lighting design software files available on the website and some larger case studies are available as a reference point for new and existing clients.

VERDE LED are now offering a full turnkey lighting solution across Ireland which includes audit, design, installation and project management. For a company audit please do not hesitate to contact info@verdeled.com

Xpertivity

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Website www.xpertivity.com



Xpertivity are Master Practitioners in Lean Enterprise Excellence for the Service and Knowledge Work (S&KW) Sectors

Since 2003 we have built an exceptional record of successfully helping S&KW organisations build systemic, enterprise-wide high performance in people, teams, functions, processes and technologies.

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We have extensive experience of working with clients across a broad range of sectors and sizes

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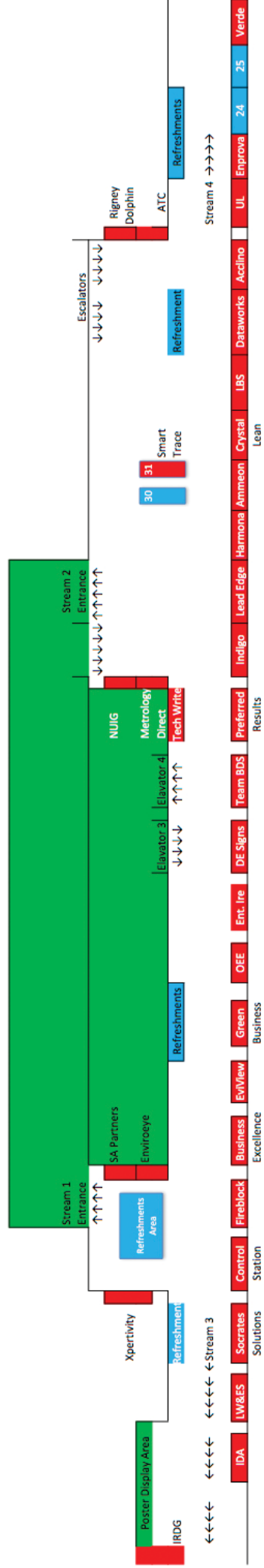
ServiceForce is our "Lean OMS" for S&KW organisations that's helping clients in the UK and Ireland to manage their day to day operations using Lean and is being shown at our stand.

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