

# Industrial Excellence Conference & Award 2015

## Benchmarking Management Quality for European competitiveness

-  Bentley Motors – *Luxury and performance through customer integration*
-  BMW – *Supplier development and management for value stream excellence*
-  Cilek Furniture – *Imaginnovation: fulfilling children's fantasies*
-  Mayoral Moda Infantil – *Derisking fashion*
-  RECARO Aircraft Seating – *Brand management based on craftsmanship and customer focus in product innovation*
-  Royal Dutch Philips – *Re-shoring operations from China for "smart" innovation and responsiveness*
-  Sanofi Pasteur – *Changing plant focus on growth markets in the health care sector*
-  Thermo Fisher Scientific – *Agility in a low-volume, high-complexity environment*
-  Ülker Chocolate – *Total employee engagement for operational excellence*

More companies: ABB, BSH, John Deere, Siemens, Taulia, Tesla, riskmethods, Yildiz Holding



KEYNOTE

Prof Hau Lee,  
Stanford Graduate  
School of Business  
and SCM World



ON-SITE  
VISIT

Take a closer look at the  
**Best German Factory 2015:**  
RECARO Aircraft Seating,  
Schwäbisch Hall



GALA  
DINNER

Festive gala dinner  
including the announcement  
of the overall European  
winner of the "Industrial  
Excellence Award 2015"

12<sup>th</sup> WirtschaftsWoche Conference  
29 – 30 September 2015,  
Ludwigsburg/Stuttgart, Germany  
[www.iea-conference.com](http://www.iea-conference.com)

Conception & organisation:

**EUROFORUM**  
Quality in Business Information

**WHU**   
Otto Beisheim School of Management

 **Wirtschafts  
Woche**

# Management Quality and Industrial Excellence

## To all management teams working on operational excellence:

It is my great pleasure to welcome you to the 12<sup>th</sup> WirtschaftsWoche Industrial Excellence Conference and Award event. Once again, we invite management teams – from around Europe – interested in new leadership approaches for achieving operational excellence and thus, company growth. This year, the main topics of the conference are:

- Strategic drivers of **offshoring and onshoring decisions** in business units
- Strategy cascading and fair (process) leadership for **sustainable shop floor performance**
- **IT-enabled supply chain management**: showcases of big-data analytics and digitalisation
- **Resilient supply chains for the future**: Supply risk management and supply chain finance
- A **keynote speech by Professor Hau Lee**, Stanford Business School and SCM World, on the competitiveness of European manufacturers based on the U.S. 'Supply Chain Oscars 2015'

Since 1995, the Industrial Excellence Award (IEA) competition benchmarks European competitiveness in the industrial and service sectors. This competition focuses on strategy deployment. That is, how organisations align distributed activities and knowledge to achieve common strategic goals. This year, nine plants from seven European countries will present their award-winning leadership models and strategies. During a festive evening event, one of the national champions will be awarded live with the prestigious "Industrial Excellence Award Europe". On the second day, an exclusive plant tour at RECARO Aircraft Seating, located in Schwäbisch Hall, presents yet another highlight.

Please join us at this exceptional and international event, where experienced managers from a wide range of industries, representatives of the public sector as well as academics from renowned business schools will discuss the future of manufacturing in Europe.

I am looking forward to meeting you personally.

Yours sincerely,

**Arnd Huchzermeier**  
Conference Chairman

## Exhibitor:



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You can download the 5-page application  
form for "Industrial Excellence Award 2016"  
competition starting 1<sup>st</sup> September 2015 at  
[www.industrial-excellence-award.eu](http://www.industrial-excellence-award.eu)



**Official conference language is English.**  
All presentations will be simultaneously  
interpreted into German/English!

## Your benefits

- Meet and discuss with inspiring personalities from benchmark firms in industry and services
- Benchmark your company against Industrial Excellence Award winners and benefit from their approaches for strategy deployment
- Learn about engaging and inspiring leadership models as well as the latest strategy innovations
- Share your personal insights and views in panel discussions with top decision makers
- Participate in an exclusive factory tour at the Best German Factory 2015
- Be part of a festive evening event which includes the live announcement of the overall winner of the "Industrial Excellence Award Europe 2015"

## Who you will meet:

### Platform for all who want to know how excellent operations work:

Managing directors, members of the management team and senior operations managers responsible for:

- Strategy formulation / cascading / deployment / execution / alignment
- Sustainability of products, processes and management
- Supply chain
- Shop floor management
- Worker engagement / participation
- Service management
- Offshoring / onshoring
- Production flexibility
- New product and process innovation
- Supply chain finance
- Integrated risk management



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## CONFERENCE DAY ONE

Tuesday, 29 September 2015

8.30 – 9.00 Welcome with coffee and tea

### NETWORKING: ICEBREAKER WALL

Bring plenty of business cards and get to know who is with you right from the start at our “wall of fame”.



9.00 – 9.15 Welcoming address by the Conference Chairman



**Prof Dr Arnd Huchzermeier**, Chair of Production Management, WHU – Otto Beisheim School of Management, Vallendar, Germany, and **Kristin Schmidt**, Editor, WirtschaftsWoche, Dusseldorf, Germany

### *The future of manufacturing in Europe*

9.15 – 9.30

#### Global benchmark study on re-shoring / nearshoring

- Summarises the results of the global supply chain benchmark study
- What manufacturing location decisions are currently being made in industrial practice?
- How do practitioners perceive the attractiveness of Western Europe as a manufacturing location compared to other regions globally?



**Marc Steuber**, Research Assistant, WHU – Otto Beisheim School of Management, Vallendar, Germany

9.30 – 10.15

#### Panel discussion: The future of European manufacturing



**Manfred Kirchberger**, Plant Manager, Siemens, Erlangen, Germany

**Peter Maritz**, General Manager, ABB, Zurich, Switzerland

**Mario de Miguel**, Chief Executive Officer, John Deere, Madrid, Spain

**Mehmet Tütüncü**, Chief Executive Officer, Yildiz Holding, Istanbul, Turkey

**Prof Hau Lee (Moderator)**, Thoma Professor, Stanford University, Graduate School of Management, Stanford, USA and Chairman, SCM World, Boston, USA

10.15 – 10.45

#### Industrial Excellence and Management Quality

- How operational excellence is benchmarked around the world
- Measuring management quality in manufacturing and service organisations
- Antecedents of leadership style with personal health
- How to effectively deploy strategy to the shop floor for continuous improvement performance

**Prof Dr Arnd Huchzermeier**

10.45 – 11.15 Coffee break

## Industrial Excellence Award – winners presentation



#### Laudation on the British Champion:

**Prof Jane Davies**, University of Cambridge, Judge Business School, Cambridge, Great Britain



11.15 – 11.45

#### Bentley Motors: Be Bentley

- Bentley aims to be the most successful luxury car manufacturer with ambitious growth and product plans
- Ensuring our customers' requirements and expectations are understood throughout the business is critical for success
- Bentley has a unique manufacturing environment of traditional handcrafting skills alongside cutting edge technology



**Michael Straughan**, Member of the Board, Bentley Motors, Crewe, Great Britain



#### Laudation on the Dutch Champion:

**Prof Jan Fransoo**, Technical University Eindhoven, Eindhoven, The Netherlands



11.45 – 12.15

#### Royal Dutch Philips: With ambition, passion and courageous leadership, European industry can outperform

- How to profitably re-shore production from China back to Europe
- The factory as a network player: Investments in smart industry networks to foster innovation, “earning power” and jobs, the foundation for a prosperous and socially stable society
- Crucial success factors: Customer centricity, ambition, courageous leadership and a well-balanced short- and long-term focus and passion for people



**Rob Karsmakers**, Vice President and Site Manager Philips Drachten, Royal Dutch Philips, Drachten, The Netherlands



#### Laudation on the French Champion:

**Prof Sam Aflaki**, HEC Paris, Paris, France



12.15 – 12.45

#### Sanofi Pasteur: Our twin challenge: Reconverting an industrial site in Europe to address a major global health issue, the story of fight against dengue fever

- An innovative vaccine solution to fight against dengue disease
- A case of extreme risk management: Huge industrial investment anticipated to deliver on time
- It's all about people: The case of a successful industrial site conversion



**Antoine Quin**, Site Head, Sanofi Pasteur, Neuville-Sur-Saône, France

12.45 – 13.45 Lunch



**Laudation on the Turkish Champion:**  
**Prof Gürhan Kök**, Koç University, Istanbul, Turkey



13.45 – 14.15

**Ülker Chocolate: Yıldız Excellence Way**

- Operational excellence is a cultural transformation, but how to realise it? What is the essential leadership behaviour?
- Power of total employee engagement
- Importance of sustainability in Industrial Revolution 4.0. Highlights from our program, effective use of resources and sustainable futures



**Süheyl Aybar**, General Manager and  
**Mete Buyurgan**, Vice President,  
 Ülker Chocolate, Istanbul, Turkey

**Laudation on the Swiss Champion: Prof Sam Aflaki**



14.15 – 14.45

**Thermo Fisher Scientific: Lean culture and strategy deployment in a low-volume / high-variability context**

- Changing the facility culture to a culture of change
- A new perspective on implementation of lean principles
- Gaining employees' engagement through tangible strategy deployment



**Gérard Couderc**, Global Business Director and Site Leader, Thermo Fisher Scientific, Ecublens, Switzerland



**Laudation on the Spanish Champion:**  
**Prof Eduard Calvo**, University of Navarra, IESE Business School, Barcelona, Spain



14.45 – 15.15

**Mayoral Moda Infantil: Reliable fashion design and logistics**

- Company alignment through flexible management style and multilevel coordination meetings
- Logistics and IT investments to increase productivity
- Tailor made software to support process improvement



**Manuel Domínguez**, Chief Executive Officer, Mayoral Moda Infantil, Málaga, Spain

15.15 – 15.45 Coffee break

**Laudation on the German Champion:**  
**Prof Dr Arnd Huchzermeier**



15.45 – 16.15

**RECARO Aircraft Seating: On the road towards becoming "the best factory" Innovation leadership, sustained growth rates and build-up of a strong brand**

- How to live up to demanding product requirements, challenging customer preferences and high complexity of innovation projects
- Success through focus on comfort, weight, innovative design, quality and serviceability of products
- Actions of the excellence initiative: Leadership philosophy and resultant challenges on "lean" and shop floor management



**Dr Mark Hiller**, Managing Partner, RECARO Aircraft Seating, Schwäbisch Hall, Germany

**LAUDATORS**

16.15 – 16.45

**BMW: Strategy and organisation of BMW's cockpit manufacturing**

- Strategic positioning of in-house component manufacturing
- Transfer of competencies into a network of suppliers
- Design of lean and flexible production system and value streams
- Integration of all employees in continuous improvement processes



**Dr Jens Kamphausen**, Head of Production Cockpit Landshut and Wackersdorf and  
**Dr Thorsten Pflamm-Jonas**, Head of Production Cockpit Wackersdorf, BMW, Wackersdorf, Germany

16.45 – 17.00

**Çilek Furniture: Continuous improvements in production system**

- Imaginnovation: innovation that penetrates a child's imagination
- Best lean manufacturer after Toyota
- Services: Excellence reaching the consumer's home



**Hakan Bahar**, Deputy General Manager, Çilek Furniture, İnegöl / Bursa, Turkey



17.00 – 17.15 Coffee break

17.15 – 17.45

**Engaging and inspiring leadership:**

**The Fair Process Leadership (FPL) Model**

- Presentation and motivation of Fair Process Leadership (FPL) which is a collaborative leadership framework
- FPL is a generalization to the middle and top floors of Kaizen/PDCA practices on the shop floor
- Why FPL fosters high performance team dynamics
- Illustration of FPL applications in various organizational settings



**Prof Ludo Van der Heyden**, Chaired Professor in Corporate Governance & Strategy and Academic Director of INSEAD's Corporate Governance Initiative, INSEAD, Fontainebleau, France

17.45 – 18.00 Closing discussion

19.00

**GALA DINNER**

**The overall European winner of the "Industrial Excellence Award 2015" competition will be announced during the gala dinner.** Be there and celebrate this occasion

with the winner. Enjoy an evening event filled with interesting discussions and opportunities to make valuable contacts in a relaxed atmosphere.



**KEYNOTE**

**Keynote on global competitiveness of European industry: Lessons learned from the SCM World's Supply Chain Oscars 2015 competition with focus on supply chain management and talent management – Prof Hau Lee**

## CONFERENCE DAY TWO

Wednesday, 30 September 2015

Chairman: Prof Dr Arnd Huchzermeier

### Strategy Innovation I: Digital Strategy

8.30 – 8.40

KEYNOTE

#### (Video message) EU's digitalization strategy



**Günther Oettinger**, Commissioner for  
Digital Economy and Society,  
European Commission, Brussels, Belgium

8.40 – 9.10

#### Tesla Motors: When Silicon Valley challenges the German car industry

- Disrupting the automotive industry:  
Turn auto industry strengths into weaknesses
- From supercharger networks to Powerwall energy storage: Offering complete solutions to the customer
- Using talented, passionate people to accelerate the advent of sustainable transport



**Andreas Schonert**, Product Specialist,  
Tesla Motors, Stuttgart, Germany

9.10 – 9.40

#### BSH Hausgeräte: Industry 4.0 pushes line efficiency up

- Connecting production units
- Data-driven shop floor management
- Targeted bottleneck management, mastering complexity, early warning systems



**Dr Jochen Heel**, Senior Vice President,  
Product Division Refrigeration,  
BSH Hausgeräte, Giengen, Germany

9.40 – 10.00

#### Cradle to Cradle - How to use 40 years of environmental debate for product quality and innovation

- The environmental issue is not a moral issue, it's about innovation and quality. A product which becomes waste, is only a poor quality product
- Rather than using eco-efficiency to try and minimize material flows, eco-effectiveness transforms products and related material flows to support the relationship between ecological systems and economic growth
- Sustainability is not innovative by definition. Innovations are disruptive and change the status quo instead of preserving it



**Prof Dr Michael Braungart**, Chief Executive  
Officer and Founder, EPEA Internationale  
Umweltforschung, Hamburg, Germany

10.00 – 10.15 **Discussion: Industry 4.0 – hit or hype?**

10.15 – 10.45 Coffee break

### Strategy Innovation II: Data analytics for supply chain finance and risk management

10.45 – 11.15

#### From the physical to the financial supply chain – How global 2000 companies save millions

- There are great tools /processes and ideas out there how to manage and optimize the physical supply chain
- A new trend, equally important for an organization, is the Financial Supply Chain that exists „in parallel“ to the physical one, and merits focus and optimization
- This new approach, which CFO's, Treasurers and Procurement leaders focus on these days, helps corporations to optimize their working capital, and at the same time streamline their financial business processes



**Markus Ament**, Chief Product Officer, Taulia,  
Dusseldorf, Germany

11.15 – 11.45

#### From good-old credit checks towards modern supply chain risk management

- Megatrends require a rethinking
- Challenges in a new supply reality
- State-of-practice: Worst and best case studies



**Heiko Schwarz**, Co-Founder and Managing  
Director, riskmethods, Munich, Germany

11.45 – 12.00 Discussion and wrap-up

12.00 – 12.30 Lunch break

#### 12.30 – 13.30 Coaches depart from the hotel to RECARO Aircraft Seating, Schwäbisch Hall

13.30 – 15.30

#### Factory visit: RECARO Aircraft Seating



RECARO Aircraft Seating is a globally active supplier of premium aircraft seats for the leading airlines worldwide. The company has more than 1,900 employees, including 1,000 working in Germany. Based in Schwäbisch Hall, Germany, RECARO Aircraft Seating generated sales of 367 million euros in 2014. The company ranks among the world's top three aircraft seat manufacturers.

Themed "On the road towards becoming 'the best factory' – a success story in the aviation industry", RECARO Aircraft Seating will provide insights into its fascinating industry sector of demanding product requirements, individual customer preferences and complex projects.

15.30 – 16.30 Coaches depart to the hotel

16.30 – 17.00 Snacks at the end of the conference





Your personal  
registration code

## Industrial Excellence Conference & Award 2015

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29–30 September 2015,

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#### CONCEPT AND CONTENT



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