

# JOURNEY TO EXCELLENCE.co.uk

16th - 17th June 2021, Manchester

## HEADLINE KEYNOTE

# Matthew Syed

Speaker, Broadcaster & Author  
of five bestsellers including:  
**Black Box Thinking, Bounce**  
and **Rebel Ideas**.



*“Black Box Thinking highlights the need for a growth mindset in life...It advocates for changing attitudes towards failure, and understanding that the only way we learn is by trying things and altering our behaviour based on the results.”*

**Sir Richard Branson, Virgin Group,**

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## CONFERENCE HIGHLIGHTS

### TRANSFORMATIONAL KEYNOTE



### Chimaobi Enya

Executive Director at Illinois Liquor Control Commission, State of Illinois

### CULTURE CHANGE CASE STUDY



### Oliver Conger

Managing Director,  
British Rototherm

### BEST PRACTICE CASE STUDY



### Mark Donnelly

Operations Director,  
Serco UK and Europe

## DAY TWO SITE VISITS INCLUDING:



Journey to Excellence is a  
True North Excellence Event.

## HEADLINE KEYNOTE

# Matthew Syed

Speaker, Broadcaster & Author of five bestsellers including:  
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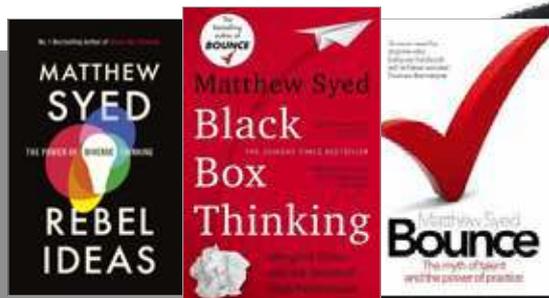
Matthew Syed is a leading expert in high performance. He has written five bestselling books on the subject of mindset and high-performance, including “Bounce”, “Black Box Thinking” and “Rebel Ideas”.

At Journey to Excellence 2020 he will share how leading organisations are creating a real and lasting high-performance culture for innovation and continuous improvement. He will uncover the best-kept secrets of the world’s most successful teams, bringing insights from psychology, anthropology and data science, whilst drawing on a dazzling range of intriguing case-studies.

He’ll demonstrate how a positive learning culture which reduces or eliminates the fear of failure by confronting and learning from it can dramatically increase learner motivation and the willingness to try new things.

An inspirational keynote for leaders who are looking to create their own culture of performance excellence through continuous learning and growth.

Matthew is a multi-award-winning journalist for The Times and a regularly contributor on Sky, CNN and the BBC. He is also a former England number one table tennis player, representing his country at two Olympic Games and is a three times Commonwealth Champion.



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## Inspirational Keynotes

Journey to Excellence brings together leadership keynotes from global organisations to share experiences, lessons learned and best practice in Operational Excellence.

**LEAN TRANSFORMATION**  
**KEYNOTE**

## Director, State of Illinois, USA



### Chimaobi Enya

Executive Director at Illinois Liquor Control Commission



Director Enya was appointed by the Governor of Illinois to lead the Illinois Liquor Control Commission in March of 2018. He oversees all policy, operations, legislative, and intergovernmental initiatives of the Commission.

Prior to servings as Executive Director at ILCC, Director Enya served as Chief Operating Officer for the Illinois Department of Central Management Services, which manages the administrative operations of the State of Illinois. More recently he served as the Associate Director of the Illinois Department of Revenue primarily focusing on strategic planning, process improvements, data analytics, liquor policy, and management training.

Director Enya's efforts were integral in over \$200 million in tax fraud prevention over 3 years through use of data analytics, over \$1 million in annual cost savings, a 30% increase in employee morale, and an increase in

employee productivity equivalent to 1 week of work for 400 employees of the Department of Revenue. Most recently, he successfully led the ILCC's seamless separation from the Department of Revenue to become a newly formed independent agency.

Director Enya grew up in the southern suburbs of Chicago. He obtained his undergraduate degrees in Philosophy and Political Science, received a Harvard Senior Executives in State and Local Government certification is a certified Lean 6 Sigma practitioner.

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### Which sectors attended Journey to Excellence?



## Best Practice Case Studies & Presentations

Tailor make your own agenda through our breakout best practice case study presentations on the areas of Leadership & Strategy, Culture & Engagement, and Continuous Improvement.

### CASE STUDY



### Alison Hartley

Head of Continuous Improvement  
Teledyne e2v



## Cultural Leadership and Improvement Transformation

After numerous attempts and subsequent failures at engaging the workforce in continuous improvement, Alison Hartley realised she needed a new approach to win over a sceptical workforce. After attending the JTE 2018 conference, Alison was inspired to start a 'Cultural Leadership Journey' focusing on the fundamentals of lean and engaging with employees. In this case-study presentation, Alison will share the approach that over the last two years has boosted efficiency and productivity including:

- Transforming OTD delivery from 60% to 100%
- Revenue recovery of almost £1m
- Key product line who had a legacy backlog of four months cleared to 100% OTD
- Increased output of existing line by 11%

Before E2V Alison spent 10 years in the automotive industry in a variety of Design and Development, Manufacturing and Quality roles. She developed a specialism in Lean Six Sigma, becoming a certified Master Black Belt in 2019.

### CASE STUDY



### Trevor Barr

Plant Manager,  
Princes Foods (Edible Oils)



### Edward Poska

Manufacturing Manager,  
Princes Foods (Edible Oils)



After seven years of experimentation, successes and failures, Trevor Barr and Edward Poska will share the journey on developing a culture of engagement at the Princes Belvedere plant. Now regarded as a high performing and Lean mature plant, they will share with you their key lessons in their journey including:

- Developing Trust: Creating and reviewing the Daily Management System and engaging team leaders and senior managers in Board Walks and Daily Management
- Learning from failure in Autonomous Maintenance, and how engaging cross functional teams impacted on OEE
- How the 5S system became too complex and the challenges faced in re-engaging the workforce in 5S
- Back to front Employee Engagement – how we are benefiting from higher levels of engagement but not the way we would have intended
- Transformation number 2 – taking these lessons and applying the model to plant 2

**SPEAKER PRESENTATION**



**Sarah Black-Smith**

Head of Factory Operations,  
Siemens

**SIEMENS**

Sarah Black-Smith is passionate about Manufacturing and heads the Factory Operations at the Siemens Digital Industries factory in Congleton since December 2016, having previously been Head of Manufacturing. Sarah has worked for Siemens for 17 years and prior to working in Congleton, held a number of Operational positions within the Siemens Energy business in Lincoln.

Sarah graduated from Loughborough University in 2004 with a BEng (Hons) in Manufacturing Engineering and Management. Sarah has recently completed an MSc in Operations Excellence from Cranfield University.

**CASE STUDY**



**Mark Donnelly**

Operations Director,  
Serco UK and Europe

**serco**

An executive team member at Serco and responsible for the Operational Excellence, Centre of Excellence. Employing over 50,000 worldwide, working with Governments in Space, Defence, Transport, Health, Justice, Immigration and Citizen Services.

For over three decades Mark has specialised in the disciplines of Operational Excellence, starting his journey with the best Japanese teachers. As global technical expert at Ford for Lean Product Development, he trained suppliers in Lean Six Sigma and introduced new Lean design and development processes.

**SPEAKER PRESENTATION**

## Transforming Company Culture



### Oliver Conger

Managing Director,  
British Rototherm



Eight years ago, Oliver Conger was faced with a new challenge – leave the corporate world to acquire a 170-year-old manufacturer with his brother. Despite its rich history in designing and manufacturing sensors, the company was in critical need to restructure and modernise in order to survive. With no direct experience in running a company before, Oliver took on the CEO role and embarked on a restructuring and growth strategy. Investments were made in IT, opening new sales offices and new equipment, and although the financials improved, the complexity got worse. He turned to lean thinking and brought in external support to simplify the operation. Progress was very slow and

complicated and, in his frustration, came across 2 Second Lean and connected with the its simplicity immediately. Nearly 3 years later, the culture of the business has totally transformed, the employees enjoy coming to work, the business has doubled in size, and the company has developed two new cutting-edge technologies for their products.

**SPEAKER PRESENTATION**

## Boosting Productivity: Managing Workplace Mental Health



### Simon Osborne

Mental Health First Aid  
Trainer and Coach

#### HE'S BACK!

After delivering the highest rated presentation in the 2019 conference, we have asked Simon to share his insight and knowledge for those who missed it last year, enjoy!

The cost to UK manufacturing of mental health in the workplace runs into £billions per year. Decreased productivity, moral problems, lack of engagement, absenteeism, presenteeism and safety issues are just some of the signs and symptoms of workplace mental health.

In this speaker session Simon will illustrate:

- The difference in Mental Health and Physical Health approaches in the workplace and developing the right approaches for both
- The iceberg of cost of workplace mental health and its impact on operational and manufacturing effectiveness
- Absenteeism and Presentism, their true cost to employers and developing effective approaches to both
- The Mental Health First Aid action plan

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## Practical Workshops

Journey to Excellence allows you to learn by doing. During the afternoon of both days you will participate in experiential learning, exploring the key areas that matter to you.

### WORKSHOP

## Demystifying the Lean journey - practical lessons from Toyota



### Kevin Robinson

Associate Practitioner,  
True North Excellence



Kevin Robinson has 29yrs practical experience of manufacturing operations within Toyota Motor manufacturing UK Ltd.

Having joined as a maintenance engineer at the start of Toyota's UK operation and based at the Toyota engine plant in North Wales, he enjoyed a diverse and exciting career exposing him to all key functions within this highly respected manufacturing facility, before stepping into a General management position.

As deputy head of manufacturing operations, responsible for delivering on all key metrics he led power train manufacturing operations through a period of significant challenge, avoiding large scale capital

expenditure by securing capacity improvement through a "brains not money" improvement approach.

He was instrumental in setting up the Toyota Lean Management Centre (TLMC) delivering best practice education and coaching support for non-competitive organisations.

Armed with a deep knowledge of the Toyota Production System (TPS) and the Toyota Way, Kevin understands the key leadership behaviours essential for delivering operational excellence into any organisation.

Workshop details to follow...

### WORKSHOP

## A3 Problem Solving Applied in Non-Manufacturing Environments



### Neil Trivedi

Associate Practitioner,  
True North Excellence



A highly experienced Strategy and Transformation Consultant and qualified Lean expert, with broad experience across global platforms within the Automotive, Aerospace, Food, FMCG, Transportation, Biomedical, and Public Sectors. Helping organisations improve their performance by collaboratively tackling complex business problems and designing and implementing solutions that demonstrate tangible benefits to the business. An excellent leader, motivator and manager of people, who communicates well and persuades and influences at all levels within an organisation.

Workshop details to be provided shortly...

## Delegate comments from JTE2019



**David Proctor** • 1st

Group Operations Director at Inspired Pet Nutrition

7mo • 



Great event – some really valuable insights and ideas. Got a lot out of today, thank you!

 • 5 Likes | 



**Kirsten Elizabeth Selby** • 1st

Continuous Improvement Coach at Victrex

7mo • 



A great event. I can't stop talking about it to my colleagues. I was so thought provoking. I have already started the revolution!!

 • 5 Likes | 



**Ifraz Afzal** • 1st

Operational Excellence Senior Change Agent Europe at Ingersoll Rand

7mo • 



A great event at Journey to Excellence, with good practices being shared and a lot of learning!

 • 8 Likes | 



**Brett Hodgson** • 1st

Process Engineer at Multi-Ply Components

7mo • 



Looking forward to beginning the journey into lean manufacturing with thanks to True North and the team,  very insightful and looking forward to the beginning of the adventure!  Ant Middleton style 

 • 5 Likes | 



**James Selby** • 1st

Level 2 Business Improvement Techniques ISO 45001 Internal Auditor IOSH WSET 1

7mo • 



This was my first Journey to Excellence conference, and I was blown away. I am new to the world of Lean/CI, but it was an honour to attend with such great minds. Informative and inspiring!! What I found really fantastic was how all the speakers and attendees were so engaging with me in my novice state and gave me so much valuable information 1 on 1. The knowledge I have taken away will be invaluable!! Thank you all. **#JTE2019**

 • 2 Likes | 

## Site Visits - Day two, 17th June 2021

Go, Look, See is a vital part of the learning experience. This is your chance to see companies on their own journey to Operational Excellence, to benchmark your own progress, see new ideas in practice or just experience a different industry or approach.

**AMAZON**  
**MANCHESTER AIRPORT**



The visit to the Amazon Fulfilment Centre will be a fascinating visit for anyone who wants to see what happens when they click 'Buy' on the Amazon website. Built in 2016, the site is highly automated with Amazon Robotics. The tour is a generic tour and NOT focused on Operational Excellence, however attendees will take a close look at the daily job of employees at work. Delegates will observe many of the key processes and technologies of the fulfilment centre (and may even have a go themselves), right through from picking to packing, where items are carefully parcelled up in Amazon's famous brown boxes before being sent on their way to customers.



**MILLIKEN EUROPEAN**  
**AIRBAG PRODUCTS**



Milliken Company employs almost 7,000 associates across 39 manufacturing facilities. Its north Manchester facility is Milliken European Airbag Products located in a 150-year old mill. This site is a multi award winning factory, winning Best Factory of the Year and World Class Manufacturer of the year. Running over 100 machines the site has invested in laser part profile cutting, converting man made yarns into specialized fabric for use in the highly competitive automotive Airbag market.

Visit topics covered:

Overall Equipment Effectiveness, Visual time-phased Kanban planning system, Continuous Improvement & Engagement



### Which functions attended Journey to Excellence

30% Operations & Production

10% Engineering & Quality

25% Continuous Improvement/ Change & Transformation Leader

10% Commercial/Human Resources/Finance

20% Managing Director /Business Leader

5% Supply Chain

All conference attendees receive one factory tour as part of their conference booking. Attendees are asked to sign up to their first and second choice tour as soon as possible, as tours quickly fill up. All delegates leave by designated coach on the morning of the 19th November, returning to Old Trafford for lunch and the remainder of the conference.

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**MANCHESTER UNITED FOOTBALL CLUB STADIUM TOUR**



Go behind the scenes at the 'Theatre of Dreams'. Take a tour of Old Trafford and sit in your favourite player's seat in the new home dressing room opened in 2018, walk through the players' tunnel towards the pitch and sit in the manager's seat in the dugout. You'll see the press room where the manager makes his statement after each home game, and the VIP room that has hosted so many big names over the years. After completing your behind the scenes tour, you'll get a personalised certificate to commemorate your visit to Old Trafford.



**GRAPHENE ENGINEERING & INNOVATION CENTRE (GEIC)**

This is an ideal visit for business owners, commercial leaders, engineers and any delegate interested in the commercialisation of Graphene into real-world applications.

Graphene was created at the University of Manchester and is the world's strongest and thinnest material at just one atom thick. A disruptive technology with a wide range of applications from healthcare and aerospace to smart packaging and running shoes.

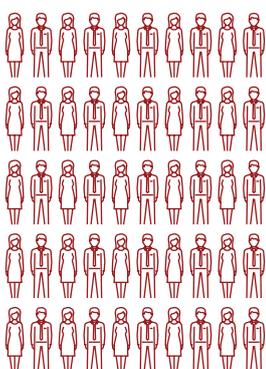
The visit, hosted by James Baker, CEO of GEIC, will illustrate how GEIC is supporting manufacturers in the commercialisation of graphene and other 2D materials from the lab to the marketplace. The centre uses Lean methodologies to accelerate the cycle time from Design, Make, Validate, reducing time to market, increasing productivity and supporting the development of the graphene supply chain.



**Role profile of delegates at Journey to Excellence**

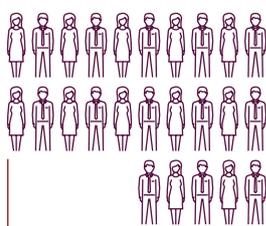
50%

Managers



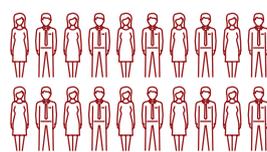
25%

VP's, Directors, Functional Heads



20%

CEO, MD, Plant Directors



5%

Others



MAJOR DECISION MAKERS

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