Today’s large and complex organizations face critical challenges to increase competitiveness, reduce costs, and improve overall effectiveness. They invest billions of dollars every year in business improvements that are often not successful. Understanding the factors involved in implementing an improvement process is not enough; success depends on developing and executing strategies for enterprise-level change and implementation. Successful enterprise transformations involve a holistic approach that integrates viewpoints of multiple stakeholders, methods, and tools.

Enterprise transformation addresses the change necessary not only to sustain businesses but also to position them to excel through reengineered business processes, organizational structures, and enabling support systems such as IT. Companies are recognizing the value of multidisciplinary engineering approaches in the transformation of large-scale socio-technical enterprises.

The Institute of Industrial Engineers (IIE) has developed a conference to align people, processes, and technology initiatives within an organization. This conference will provide the essential knowledge and skills businesses need to change, maintain, and gain a competitive edge through new business strategies proven to endure throughout economic challenges. It will present the latest knowledge in enterprise transformation along with its application in industry and government organizations, providing a forum for sharing best practices and experiences to help enterprises accelerate their successful transformation journeys.
## TUESDAY, OCTOBER 4

### 1.1 Enterprise Transformation: From decision to successful completion

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 a.m. - 9 a.m.</td>
<td>Keynote #1: Dr. Michael Oliff</td>
<td>Level 1</td>
</tr>
<tr>
<td>9 a.m. - 10 a.m.</td>
<td>Keynote #2: Anthony DiMaso (Verizon)</td>
<td>Level 1</td>
</tr>
<tr>
<td>10:15 a.m. - 11:15 a.m.</td>
<td>2.1 Plenary: Roadmap Dr. Debbie Nightingale (MIT)</td>
<td>Level 2</td>
</tr>
<tr>
<td>11:30 a.m. - 12:30 p.m.</td>
<td>2.2 Plenary: Roadmap Yarit Silverstone (Accenture)</td>
<td>Level 2</td>
</tr>
<tr>
<td>12:30 p.m. - 1:30 p.m.</td>
<td>Networking Lunch</td>
<td>Level 1</td>
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</tbody>
</table>

### 1.2 Enterprise Transformation Strategy: Getting started and building momentum

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:45 p.m. - 2:30 p.m.</td>
<td>Concurrent Level 3 Strategy Sessions</td>
<td>Level 3</td>
</tr>
<tr>
<td>2:45 p.m. - 3:45 p.m.</td>
<td>Panel Session 1</td>
<td>Level 2/3</td>
</tr>
<tr>
<td>4 p.m. - 5 p.m.</td>
<td>Keynote #3: Dr. William Rouse (Tennenbaum Institute)</td>
<td>Level 1</td>
</tr>
<tr>
<td>5:30 p.m. - 7:30 p.m.</td>
<td>Networking Reception</td>
<td>Level 1</td>
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## WEDNESDAY, OCTOBER 5

### 1.3 Green/Sustainability Transformation

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Level</th>
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</thead>
<tbody>
<tr>
<td>9:15 a.m. - 10:15 a.m.</td>
<td>2.3 Plenary: Sustainability</td>
<td>Level 2</td>
</tr>
<tr>
<td>10:30 a.m. - 11:30 a.m.</td>
<td>Sustainability Panel Session</td>
<td>Level 3</td>
</tr>
<tr>
<td>11:45 a.m. - 12:30 p.m.</td>
<td>Concurrent Level 3 Strategy Sessions</td>
<td>Level 3</td>
</tr>
<tr>
<td>12:30 p.m. - 1:30 p.m.</td>
<td>Networking Lunch</td>
<td>Level 1</td>
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</table>

### 1.4 Enterprise Thought Leader: How to pull it off, leadership wise

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:45 p.m. - 2:45 p.m.</td>
<td>Plenary Capstone</td>
<td>Level 2</td>
</tr>
<tr>
<td>3 p.m. - 4 p.m.</td>
<td>Plenary Capstone</td>
<td>Level 2</td>
</tr>
<tr>
<td>4 p.m. - 5 p.m.</td>
<td>Open Networking</td>
<td>Level 2/3</td>
</tr>
</tbody>
</table>
ENTERPRISE TRANSFORMATION: FROM DECISION TO SUCCESSFUL COMPLETION
Fast-paced, global economic change, nimble competition, new technology and change in consumer behavior all force organizations to change if they are to survive. Many leaders of organizations decided to transform their business models; some are successful, many more fail. What happens after the directors of a company decide a change is needed? What if you are assigned to lead the effort? Do you know how to start and what direction to take? This track focuses on how to use current theory, industry experience, best practices and systems in order to develop a roadmap to deployment for organizational transformation. The sessions will use actual case studies to identify examples of transformation that have been successful, and examples that failed.

TRANSFORMATION THOUGHT LEADERS
Have you been charged with leading your organization’s transformation? Hear the wisdom of those who have been there, before your organization spends millions of dollars on a large scale transformation program. Hear their latest thoughts and learn from their successes and mistakes. Learn how enterprise level change and implementation can take advantage of the knowledge gleaned from decades of improvement programs. This track presents the thoughts, experience and the best practices from leaders of enterprise transformation.

ENTERPRISE TRANSFORMATION: SOUND GREAT, WHERE DO I START?
Once the leadership of an organization decides that transformational change is necessary, what do they do next? How are the strategic imperatives required to make the change determined? How is the case for change developed and communicated across the organization? What changes in governance structure needs to be put into place? What are the best practices to engage all levels of leadership in transformation? The sessions will focus on how to move from ideas to actions.

GREEN TRANSFORMATION: IS THERE A BUSINESS CASE?
How Green is your organization? How does it evaluate the impact its facilities, production processes, operating practices, product and/or services have on the environment, local community or world? Is there interest in being a better corporate citizen, enhancing public perception, possibly reducing costs? Could the organization be a possible target of special interest groups, lawsuits or aggressive governmental regulators? This track will focus on how organizations approach transforming themselves and their products and services from the standpoint of sustainability, energy usage/conservation and environmental impact. The sessions will include a combination of thought leadership, strategies and case studies on implementing Green concepts and the benefits that can be achieved.
Anthony J. (Tony) DiMaso is vice president – corporate strategy and development for Verizon Communications. He is responsible for corporate business strategy, developing major business partnerships, negotiating agreements that support key corporate objectives, and assessing industry and technology trends, issues and opportunities. DiMaso was previously vice president, global sales for Verizon’s Enterprise Solutions Group, where he was responsible for sales and customer support for Verizon’s largest business and federal government customers. Over the years, DiMaso has served as an upper or executive manager for companies such as AT&T Information Systems, NEC America, and NYNEX/Bell Atlantic.

John Oehlke is Vice-President, Business Transformation, Coca-Cola North America. John has been with the Coca-Cola system for 23 years. He began his Coca-Cola career with Coca-Cola Enterprises in 1989 as Manager, Sales Analysis and Planning. In 1991, he joined the Coca-Cola Company as Manager, Packaging and Pricing Strategy. In this role, he served as a consultant to the International bottling community. Since then, he has served in a variety of capacities in North America; such as Managing Director, Field Sales and Marketing Operations in Toronto. In Canada, John was accountable for building and leading the Coca-Cola Ltd Field Sales and Marketing organization. He served as Group Director, Region and Customer Marketing for the Southwest Region. Most recently, as South Region Vice President, John was responsible for the delivery of the Company’s business in an area covering 40 million consumers in the Southern United States.

Michael Oliff is the author of the recently published book, Transformation in the Age of Turbulence. Oliff was formerly a professor and the director of the School of Management at the University of Texas at Dallas, a professor and the director of IMD (International Management Institute) in Switzerland, and a research and international fellow at the University of South Carolina. He is now semi-retired and consults with blue chip companies like Coca-Cola and Verizon. He also is the founder and president of The Phoenix Performance Group and a distinguished fellow with the World Productivity Council.

William B. Rouse, Ph.D., is the executive director of the Tennenbaum Institute at the Georgia Institute of Technology. He also is a professor in the university’s College of Computing and School of Industrial and Systems Engineering. He has served as chair of the Committee on Human Factors of the National Research Council and as a member of the U.S. Air Force Scientific Advisory Board and the Department of Defense Senior Advisory Group on Modeling and Simulation. Rouse has received the Joseph Wohl Outstanding Career Award and the Norbert Wiener Award from the IEEE Systems, Man, and Cybernetics Society, and he is listed in Who’s Who in America and Who’s Who in Engineering. He is a member of the National Academy of Engineering and a fellow of IEEE, INCOSE, INFORMS and HFES. He has written extensively, including the recent book People and Organizations: Explorations of Human-Centered Design, and he is editor of Enterprise Transformation: Understanding and Enabling Fundamental Change and various other publications.
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The Westin Buckhead Atlanta  October 4 – 5, 2011  Atlanta, Ga.

<table>
<thead>
<tr>
<th>ENTERPRISE TRANSFORMATION CONFERENCE</th>
<th>THROUGH SEPT. 20</th>
<th>ON-SITE AFTER SEPT. 20</th>
</tr>
</thead>
<tbody>
<tr>
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<td>$1,195</td>
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