Organizational and Operations Best Practice Case Studies: flex

Coordinator, Facilitator

D. Scott Sink

IIESE Performance Excellence and Op Analytics Volunteer Lead Facilitator, CISE

Our Presenter today:

Eduardo Toledo
VP, Quality and Operational Excellence Flex

https://www.linkedin.com/in/eduardo-toledo-040a226/

28 March 2023
<table>
<thead>
<tr>
<th>Time</th>
<th>Session Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:30-11:35</td>
<td>Scott Tee-up</td>
</tr>
<tr>
<td>11:35-12:05</td>
<td>Eduardo share ‘journey’, learnings, tips, aha’s, etc.</td>
</tr>
<tr>
<td>~12:05-12:20</td>
<td>Scott and Eduardo Dialogue (using chat from audience)</td>
</tr>
<tr>
<td>12:25-12:30</td>
<td>Scott Close out and tee up upcoming webinars and IISE Annual Conference</td>
</tr>
</tbody>
</table>
The purpose of the CISE is:

- **Foster the pursuit of Service, Learning, Integrity and Excellence.** Create an opportunity to serve and promote the profession to academia, industry, young professionals. Learn via benchmarking and in doing so members serve their organizations.

- To further the sharing of information among its members regarding best business practices and processes in the profession of industrial and systems engineering.

- To be a forum of learning for emerging technologies and new practices and processes through guest lectures, plant visits, and other appropriate means.

- To be an information advisory group to IISE and its constituent groups in support of the profession and IISE’s mission and industry.

- To Serve and Promote IISE and the Profession in effective ways that create a win for members of CISE and their organizations and IISE and the Profession.
CISE members are ‘between minds’
And.....Systems Thinkers
We’re looking for some new members

• Let me know if your organization might be interested in participating in this great ‘Affinity Group’ of ISE’s.

ssink@jumpcurves.com
Thank you for joining us!

1. We’ll share how to get access to the recording, presentation, YouTube versions and blogs at the end of the webinar. The presentation is available now, use this link to get.. (we’ll post as a chat)

2. We will field questions as appropriate and time permits. Please use the ‘chat’ function to share your comments and questions.

3. Follow up questions are welcomed and contact information is provided at the end of the presentation.

4. For those who value certificates of participation, IISE will be mailing those out the week after the webinar. Be patient and check your clutter and spam folders if you don’t receive one.
Best Practice Case Studies: Flex Organizational and Operational Excellence Program Overview

Eduardo Toledo
Vice President – Quality & Operational Excellence

March 28 2023
Objective & Coverage

Sharing Objectives
- Share Flex operational excellence transformations and Business Excellence function key learning

Scope
- Flex Background
- Flex Operational Excellence structure and transformations
- Flex Operational Excellence focuses
- Flex Lighthouses
We are your trusted technology, supply chain and manufacturing partners

39 facilities in AMER

46 facilities in EMEA

54 facilities in APAC

$26 billion FY22 revenue

20+ years sustainable manufacturing

30 countries

170k employees

1k customers

16k suppliers
Flex – Worldwide Ecosystem ~ US$ 26B
+130 Operations +30 Locations

- Infrastructure
- Lifestyle
- Consumer Devices
- Industrial
- Automotive
- Healthcare

- Design (PIC)
- Mechanicals (VI)
- Supply Chain & Manufacturing
- Post-Mfg Services
- Circular Manufacturing

- Budapest, Hungary
- Gyal, Hungary
- Paty, Hungary
- Sarvar, Hungary
- Tab, Hungary
- Zalaegerszeg, Hungary
- Lodz, Poland
- Tczew, Poland
- Mukachevo, Ukraine
- Timisoara, Romania
- Corlu, Turkey
- Gebze, Turkey

- Nanjing, China
- Shanghai, China
- Suzhou, China
- Wuzhong, China
- Anyang, South Korea
- Seoul, South Korea

- Charlotte, NC
- Morrisville, NC
- Columbia, SC
- Atlanta, GA
- Memphis, TN
- Louisville, KY
- Manaus, Brazil
- Jaguariuna, Brazil
- Sorocaba, Brazil

- Prague, Czech Republic
- Krakow, Poland
- Kosice, Slovakia
- Ceske Budejovice, Czech Republic
- Bratislava, Slovakia
- Ljubljana, Slovenia
- Belgrade, Serbia
- Sofia, Bulgaria
- Bucharest, Romania
- Cluj-Napoca, Romania

- Ibaraki, Japan
- Shenzhen, China
- Shanghai, China
- Suzhou, China
- Nagoya, Japan
- Yokohama, Japan
- Changzhou, China
- Dongguan, China

- Milan, Italy
- Treviso, Italy
- Trieste, Italy
- Padua, Italy
- Trento, Italy
- Padova, Italy
- Bologna, Italy
- Florence, Italy

- Singapore
- Bali, Indonesia
- Penang, Malaysia
- Port of Tanjung Pelepas, Johor, Malaysia
- Senai, Johor, Malaysia
- Skudai, Johor, Malaysia

- Buenos Aires, Argentina
- Cordoba, Argentina
- La Plata, Argentina
- Rosario, Argentina
- Montevideo, Uruguay
- Porto Alegre, Brazil
- Curitiba, Brazil
- Florianopolis, Brazil

- Austin, TX
- Plano, TX
- Irving, TX
- Temple, AZ
- Pflugerville, TX
- Frisco, TX
- Round Rock, TX
- San Antonio, TX

- Grenoble, France
- Lyon, France
- Toulouse, France
- Montpellier, France
- Nice, France
- Marseille, France
- Nantes, France
- Poitiers, France

- Cork, Ireland
- Limerick, Ireland
- Manorhamilton, Ireland
- Warrington, UK
- Manchester, UK
- Leeds, UK
- Edinburgh, UK
- Glasgow, UK

- Amsterdam, Netherlands
- Rotterdam, Netherlands
- Eindhoven, Netherlands
- Enschede, Netherlands
- Amsterdam, Netherlands
- Zeist, Netherlands
- Arnhem, Netherlands
- Nijmegen, Netherlands

- Wuhan, China
- Chengdu, China
- Fuyong, China
- Hong Kong, China
- Shanghai, China
- Suzhou, China
- Nanjing, China
- Beijing, China

- Beijing, China
- Shenzhen, China
- Shanghai, China
- Shenzhen, China
- Beijing, China
- Guangzhou, China
- Beijing, China
- Chongqing, China

- Tijuana, MX
- Juarez, MX
- Reynosa, MX
- Aguascalientes, MX
- Guadalajara, MX
- Mexico City, Mexico
- Monterrey, Mexico
- Puebla, Mexico

- Buenos Aires, Argentina
- Cordoba, Argentina
- La Plata, Argentina
- Rosario, Argentina
- Montevideo, Uruguay
- Porto Alegre, Brazil
- Curitiba, Brazil
- Florianopolis, Brazil

- Buenos Aires, Argentina
- Cordoba, Argentina
- La Plata, Argentina
- Rosario, Argentina
- Montevideo, Uruguay
- Porto Alegre, Brazil
- Curitiba, Brazil
- Florianopolis, Brazil
We are A Purpose-Driven Company

Our purpose
Make great products for our customers that create value and improve people’s lives.

Our values and ways of working

We support each other as we strive to find a better way
We move fast with discipline and purpose
We do the right thing always

Learn and adapt
Honor commitments
Respect and value others

Collaborate and share openly
Accelerating time-to-market through our deep technology and domain expertise

Cross-business synergies enable a rapid exchange of advanced technologies
Connectivity, Internet of Things (IoT), Human machine interface, Power management
Unprecedented Global Changes are Driving a New Era of Manufacturing Complexity Across Markets

**Digitization of everything**
Smarter products in every industry create manufacturing complexities requiring advanced capabilities

**Supply chain uncertainty**
Unparalleled global challenges necessitate global scale and regionalized sourcing, operations and delivery

**Sustainability requirements**
Heightened urgency to address climate change, increasing accountability from sourcing to product end-of-life
Driving Productivity and Quality Through Manufacturing Excellence

**Industry 4.0**
- Automation and robotics
- Digitization
- Simulation
- Additive manufacturing

**Optimized manufacturing**
- Design for excellence
- Mechanical design and manufacturing
- PCBA
- Precision plastics

Expertise across all areas of manufacturing
- Material science
- ESG-compliant practices
- Advanced mechanicals
- Reliability and failure analysis
Agile Continuous Improvement Enables a **repeatable and reliable business system**

Key enabler to robustly drive **consistent and discipline improvements** with people engagement
Establish an Agile Continuous Improvement Management System that enables Flex Forward and ensures Flex is a valuable partner to improve the world.

- **Lean Operations**
  - Setting Foundation
    - Training
    - Leadership
  - Change Management
  - Value Stream Map
  - Quick Changeover
  - End-to-end supply chain processes
  - KTBN with Finance

- **Lean Supply Chain**
  - Lean 2.0
    - Jidoka
      - TAKT Time
      - Single Piece Flow
      - Pull Production
      - Stop @ Abnormalities
    - Heijunka
      - Level Loading
      - Sequencing
  - Lean Office
    - Lean Six Sigma 4.0
      - Agile CI
      - Quick Changeover
    - Agile Continuous Improvement
      - Digitization
      - Automation
      - Kaizen to Business Needs
        - Customer / Supplier Engagement
      - Lean Six Sigma 4.0
        - End-to-end business process
      - Lean 2.0
        - End-to-end supply chain processes

- **Commit to Deliver**
  - Just -in-Time (JIT)
    - TAKT Time
    - Single Piece Flow
    - Pull Production
  - Lean 2.0
    - Jidoka
      - TAKT Time
      - Single Piece Flow
      - Pull Production
      - Stop @ Abnormalities
  - Lean Office
    - Lean Six Sigma 4.0
      - Agile CI
      - Quick Changeover
  - Agile Continuous Improvement
    - Digitization
    - Automation
  - Lean Six Sigma 4.0
    - End-to-end business process
  - Lean 2.0
    - End-to-end supply chain processes

- **Flex Lean Six Sigma Journey**
  - Environment (CSER)
  - Loss Prevention
  - System Migration
  - Commit to Deliver
    - Quality
    - Cost
    - Delivery
    - Responsiveness
  - Productivity
    - Visible Difference
    - Efficiency
    - Speed
  - Assets Velocity
    - People Empowerment
    - Lead Time Reduction
    - Pristine Ramp, Transfer & Startups
  - End-to-end business process
  - Customer / Supplier Engagement
From Lean Six Sigma to Digital Lean Manufacturing

Lean Six Sigma
- Uses traditional tools to eliminate waste & reduce variation
- Drives improvements with people engagement
- Focuses on “Value Creation”
- Drives Standardization

Digital Lean Manufacturing
- Evolves Flex to next generation of Lean Manufacturing
- Integrates Industry 4.0 advanced technologies
- Enables improvements using real-time data
- Enhances Lean Six Sigma transformation with SPEED, FLEXIBILITY and PRECISION

The Value of the Smart Factory
- Up to 20% improved asset efficiency
- Up to 35% improved quality
- Up to 30% reduced costs
- Up to 20% enhanced agility
- Overall Equipment Effectiveness (OEE) improvement
- Up to 10% improved safety & sustainability
The Global Lighthouse Network

- Lighthouses are manufacturers showing leadership in applying 4IR technologies at scale to drive step-change financial, operational and sustainability improvements by transforming factories, value chains and business models.

- 70% of companies stuck in the “pilot purgatory”

- Opportunity: identify leaders in 4IR and accelerate technology adoption through knowledge sharing and inspiring the global community

“Flex Manufacturing Lighthouses
- Althofen, Austria
- Sorocaba, Brazil

Flex Sustainability Lighthouse
- Sorocaba, Brazil
Digitalization Impact in Manufacturing & Sustainability

Lighthouses transform their operations through adoption at scale of advanced technologies

Double digit improvements in:
- Productivity, efficiency and financial performances
- Workforce engagement
- Sustainability and environmental footprint
- Resiliency, including speed to market and customization

Companies benefit from their sites being designated as Lighthouses

Public sector leverage Lighthouses to accelerate regional transformations

### KPIs improvements

<table>
<thead>
<tr>
<th>KPIs improvements</th>
<th>Impact observed, % improvement</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>GHH emissions</td>
<td></td>
<td>8-100%</td>
</tr>
<tr>
<td>Waste reduction</td>
<td></td>
<td>4-66%</td>
</tr>
<tr>
<td>Water consumption reduction</td>
<td></td>
<td>5-75%</td>
</tr>
<tr>
<td>Energy efficiency</td>
<td></td>
<td>1-100%</td>
</tr>
<tr>
<td>Productivity</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Factory output increase</td>
<td></td>
<td>4-140%</td>
</tr>
<tr>
<td>Productivity increase</td>
<td></td>
<td>3-400%</td>
</tr>
<tr>
<td>OEE increase</td>
<td></td>
<td>2-60%</td>
</tr>
<tr>
<td>Product cost reduction</td>
<td></td>
<td>2-70%</td>
</tr>
<tr>
<td>Operating cost reduction</td>
<td></td>
<td>1-100%</td>
</tr>
<tr>
<td>Quality cost reduction</td>
<td></td>
<td>2-150%</td>
</tr>
<tr>
<td>Agility</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Inventory reduction</td>
<td></td>
<td>5-100%</td>
</tr>
<tr>
<td>Lead time reduction</td>
<td></td>
<td>10-100%</td>
</tr>
<tr>
<td>Change-over shortening</td>
<td></td>
<td>10-100%</td>
</tr>
<tr>
<td>On time delivery increase</td>
<td></td>
<td>1-33%</td>
</tr>
<tr>
<td>Speed to market</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Speed to market reduction</td>
<td></td>
<td>10-80%</td>
</tr>
<tr>
<td>Design iteration time reduction</td>
<td></td>
<td>2-100%</td>
</tr>
<tr>
<td>Customization</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Lot size reduction</td>
<td></td>
<td>40-100%</td>
</tr>
</tbody>
</table>

Geographical diversity

Industry diversity

- APAC
- EMEA
- CHINA
- USA
- LATAM
- Advanced Industries
- Process Industries
- Consumer Packaged Goods
- Pharma and Medical Products

- Sustainability lighthouse
- Factory lighthouse
- End-to-end lighthouse
Flex World Economic Forum Manufacturing Lighthouse
Althofen, Austria

**Integrated Material Management**

*Integrated* and enhanced an off-the-shelf solution for shop floor material storage/management with a locally developed *algorithm* to fit into highly flexible high mix low volume environment.

- **WIP reduction by 72%**

**Virtual Operator Assistance System (LISA)**

We developed a Virtual Poka Yoke System to support **600 product change overs** per month in a highly regulated mixed production environment.

- **Reduced Change Over Time by 10.5%**

**Integrated Performance Optimization**

To enable *democratization* of data we implemented a *data agnostic* platform to extract, transform and load data and allow for deep data analytics based cycle time improvements.

- **Cycle times reduced by 6% through deep data analytics**
  - (fueled up 6000 production hrs capacity/year)
Enablers:

From classic IT to Factory Integration

Bring our people together: Focus on intense collaboration between IT and Shopfloor

Bringing to Scale
- Standup Meetings at Shop Floor
- Job Shadowing
- Buddy Concept
- SWAT Teams

Train the people
- Lean Admin & Production (Basics, Green Belt & Black Belt)
- Six Sigma (Basics, Green Belt & Black Belt)
- Advanced Courses

Technology
- Technology Roadmap
- Global Best Practices
- Benchmarks
- Tech Ecosystem
World Economic Forum
Manufacturing and Sustainability Lighthouse
Flex Sorocaba, Brazil

1998
FLEX
Global Supply Chain
Advanced Manufacturing
Post-Manufacture Services

2004
FIT
Co-innovation
Research & Development
Business Acceleration

2012
SINCTRONICS
Innovation in Sustainability
Reverse Logistic
Circular Manufacturing

Innovation and Sustainability Ecosystem
Flex Sorocaba Global Lighthouse Framework

Integrated 4IR use cases and impact achieved

1. Integrated Digital Factory
2. Digital EHS Care System
3. Zero Waste & Circular Economy Ecosystem
4. Digital Powered Office Productivity
5. Supply Chain Advanced Control Tower

Performance improvement category
- Agility
- Productivity
- Speed to market
- Customization
- Sustainability

End to end product development
End to end planning
End to end delivery

Supply network connectivity

Customer connectivity

Total impact
- Sustainable % COP/Sales with Competitive Growth
- Ecosystem Efficiency: +44k Tons of CO2 Equivalent Credits accredited
- High Customer Satisfaction even in the Brazil highly complex market
**Digital EHS Care System**

**Description of use case:**
Manufacturing often entails repetitive human actions, which could lead to injuries without proper ergonomic monitoring and intervention. Flex conducts Occupational Repetitive Action (OCRA) assessments, adhering to industry safety requirements and protecting employee health and well-being. The Flex Digital EHS Care solution has been a vital enabler to improving well-being while also improving productivity.

- **Unique feature** - While many tools were available, none tracked information per employee, an essential requirement for identifying and expediting corrective efforts.
- **Agility** - The assessment was originally carried out through a cloud-based collaboration tool, requiring Flex teams to share more than 5,000 spreadsheets and videos of every ergonomic activity and project implemented on the manufacturing line, including corrective action plans from all EHS supervisors of production line engineers.
- **More accurate** - This complicated process involved thousands of reviews, required heavy analysis and validation of information, and didn’t portray a historical picture of each employee’s activities. Flex Sorocaba started looking for an automated tool to enhance and streamline the visibility of ergonomic assessments, capture holistic employee data, and expedite action time.
- **Real-time visibility** - SAPHIRA provides enhanced ergonomic visibility with reports, including the ergonomic history of stations on the production line and team member ergonomic exposure history.

**Problems addressed:**
Flex has a unique and complex environment that requires a complete digital solution to improve productivity and deliver consistent results for our customers. At the same time, we prioritize our people and their health, safety, and well-being. Due to a lack of market solutions focusing on the E2E tool, and the nature of its operations, Flex needed to develop, internally, a digital tool to adhere to industry safety requirements and protect the health and well-being of employees, which is foundational to our sustainability strategy.

- Connecting production lines with the Health area to control exposure to ergonomic risks provides a preventive capability. If an employee experiences an injury, Flex can track all the production lines they worked on previously to help experts determine treatment.
- Offering a database that supports ambulatory care to help inform healthcare professionals about team members’ diagnosis and treatment, if needed
- Standardizes ergonomic dashboards to help the site’s decision-making, including production planning, ambulatory care, occupational health and safety, etc.

**Technologies:**
- **SAPHIRA** - employee health-focused software platform
  - Automated workflows, enhanced data aggregation, and visualization, connected w/ shop floor system measuring the time of exposure to the workstation. Covid-19 cases (monitoring and vaccination status) and at next phase will add features like real-time anthropometry analysis, home office ergonomics’ analysis & virtual gamification for online labor program.
- **Risk Communication System** - a digital mobile system focused on employee safety
  - Automated facial recognition, body temperature, and mask usage verification on the main gates – computer vision
  - Forklift Blue-light & Safety checklist – software & hw solution focused on equipment and employee preventive safety
  - Social Distancing Monitoring (in dev.) – AI + Computer vision

**Enablers:**
- **Standardization:** Established procedures to track ergonomic metrics throughout the facility and protocol for analyzing ergonomic risks
- **Skill development:** Upskilling 100+ engineers, Ergonomic Analysis Methodology, Ergo Methodology Research
- **Real-time experience:** Database supporting ambulatory team helping on diagnoses of team members
- **Tracking:** Tracked information per team member, an essential requirement for identifying and expediting corrective efforts
- **Response time:** Faster and more accurate analysis and response/diagnosis
- **Risk assessments & process early involvement:** Ergonomics since process development, before building a customer’s new product

**Impact:**

<table>
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<tr>
<th>KPI</th>
<th>Unit</th>
<th>Baseline 2016</th>
<th>New Value 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Rate (TCIR) per OSHA</td>
<td>KU$/Year</td>
<td>0.15</td>
<td>0.15</td>
</tr>
<tr>
<td>Reduction on Absenteeism + LWCIR</td>
<td></td>
<td>20%</td>
<td>2021</td>
</tr>
<tr>
<td>Risk Stations (Ergonomics)</td>
<td>#Stations</td>
<td>25</td>
<td>25</td>
</tr>
</tbody>
</table>

1. **Other Operational:**
- **5000+ Ergonomic analysis performed**
- **40% absenteeism reduction related to muscle pain.**
- **~42% decrease in site’s sick note/medical attests received in 2020 compared to 2019**
- **~43% decrease in site’s lost workdays or days off in 2020 compared to 2019**

2. **Certification & Awards:**
- **2020 RBA Compass Award**
- **RBA Factory of Choice** (ISO 45001)
- **GPTW (Score 96 related to safety Workplace)**

3. **Financial:**
- **Cost Avoidance in various other Safety or Ergonomics potential “Labor Costs.”**

**Spread % of prod. volume**
- **100%**
- **Flextranics Institute of Technology [R&D Center]**
- **All Flex Sites in Brazil connected**
- **Digital operator tracker by workstation enabled to all sites inside the Governance digital module**
- **Covid-19 has been managed inside a digital Platform to control safety in a security database**
- **SAPHIRA platform fully deployed to a Flex Service provider, which prepared the process to offer to the others in the Ecosystem or abroad.**
Flex Forward – Use Case: Digital EHS Care System

**Ambulatory**
Database providing dashboards and information to drive medical care in a predictive and preventive way

**Engineering**
Perform (applying) the OCRA checklist, collecting data, make analysis and solve and/or improve process under risk results

**HR**
Input and monitoring all employee database

**Ergonomics**
Providing training, validates data, support in taking action, applies other ergonomic tool for analysis
Use Case: Digital EHS Care System

Information Technology (IT)

Engineering

Ergonomics

Human Resources (HR)

Ambulatory

8762 Work Instructions

Seja bem-vindo(a)!

Digite seu Usuário

Senha

Entrar
Use Case: Digital EHS Care System

Information Technology (IT)

- Engineering
- Ergonomics
- Human Resources (HR)
- Ambulatory

FY18:
- 9% Low
- 44% Moderate
- 22% Acceptable
- 16% High

FY23:
- 42% Low
- 7% Moderate
- 0.5% Acceptable
- 57% High

8762 Work Instructions
Flex Forward – **Use Case: Digital EHS Care System**

### TCIR

<table>
<thead>
<tr>
<th>Time</th>
<th>Incidents</th>
<th>TCIR</th>
<th>GOAL</th>
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<tbody>
<tr>
<td>FY19</td>
<td>33</td>
<td>0.93</td>
<td>0.80</td>
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<tr>
<td>FY20</td>
<td>9</td>
<td>0.25</td>
<td>0.39</td>
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<tr>
<td>FY21</td>
<td>10</td>
<td>0.30</td>
<td>0.30</td>
</tr>
<tr>
<td>FY22</td>
<td>7</td>
<td>0.23</td>
<td>0.25</td>
</tr>
<tr>
<td>FY23</td>
<td>2</td>
<td>0.13</td>
<td>0.21</td>
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### LWCIR

<table>
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<tbody>
<tr>
<td>FY19</td>
<td>152</td>
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<tr>
<td>FY20</td>
<td>39</td>
</tr>
<tr>
<td>FY21</td>
<td>30</td>
</tr>
<tr>
<td>FY22</td>
<td>11</td>
</tr>
<tr>
<td>FY23</td>
<td>6</td>
</tr>
</tbody>
</table>
Thank you
100+ Timely Webinars on a full spectrum of Performance Excellence topics with an Integrated Systems Engineering Perspective and Point of View.

Available on-demand for IISE members.

Clustered into packages of webinars to provide tailored **Certificate opportunities** for our Members.

1. Operational Excellence
2. Integrated Lean Sigma
3. Operational Analytics
4. Change Leadership & Management

Strengthen your Resume and LinkedIn Page!!

IISE Global Performance Excellence on-demand Webinar Library
2023 IISE Training and Development Opportunities:

11 April—Systematically Reducing Wastes and Costs from your Business—Jared Frederici, The Poirier Group

Register for Jared Frederici Webinar

18 April—Sneak Preview/Overview CISE Performance Excellence Track Scott Sink and CISE members

Register for CISE Performance Excellence Sneak Preview

Q2 ‘in the works’ offerings for you:

• Best Practice Case Study—Data and Analytics at University Health Network, Toronto

• Creating Meaningful, Insightful Organizational/Operational Scorecards and Dashboards

• Revisiting Plan, Do, Study, Adjust for 2023
Operational & Performance Excellence Track

Scott Sink—Track Organizer/Coordinator

Session Chairs:

Healthcare/LifeSciences—ISE contributions:
Victoria Jordan, Emory & Thomas Davis, Duke

Innovations in Supply Chain Management:
Kerri Alderman, UPS

Organizational & Operational Excellence and Analytics:
David Poirier, The Poirier Group

Plus Service Systems Engineering and Capstone Senior Design Finalists Presentations

5 Special Sessions specifically designed for Practicing ISE Professionals, Young Professionals, Students head to Industry
Performance Excellence Track
New Orleans 2023
20-23 May

Who We Designed the Track for:
- Industry Practitioners
- “ISE” function Leaders and Managers
- Young Professionals
- Students

Reasons to Attend:
- Critical, hot topic sessions
- Benchmarking, learn from best in class organizations
- Networking and recruiting opportunities
- Effective, Efficient, High quality and value Learning and Development
- Actionable takeaways to Engineering Value for your Business

Healthcare Business Process Excellence
Expand my Network of Peers
Accelerate Career Progress and Success
Get Altitude on my life and job and career and have some fun
Organizational & Operational Excellence and Analytics
Novel Approaches to mitigate SC Challenges
HAVE FUN on Bourbon Street
Complete a Short Survey for us?

- Your Feedback is Important:

A short survey will be available to you as just prior to leaving the webinar, we’d appreciate your input.

Reach out if you have questions or other needs:

James Swisher  jswisher@iise.org

Scott Sink  ssink@jumpcurves.com
IIESE Performance Excellence Track for Practitioners and Students

Operational Excellence, Performance Excellence, Integrated LeanSigma, Operational Analytics, BPM/I 4.0, High Performing Cultures, Integration of Strategy-People-Process-Information and Technology Enablement, Best in Class Case Studies Networking

All being Developed for you for New Orleans in May 2023!!!