



Excellent to see the opportunities and challenges we have are not unique to a particular industry. Extremely valuable to share and network with a wide field of attendees.

Paul Clark, Vice President,
Bruce Power

OPERATIONAL EXCELLENCE WEEK CANADA

October 21-24, 2019
The Old Mill, Toronto, ON

Be inspired by **40+** world class industry experts, including:



Rami Hindieh
Associate Director,
Enterprise Data
Management
Greater Toronto
Airports Authority



Doug Purdy
Vice President,
Industrial
Management
Pratt & Whitney
Canada



Robert Phillips
Associate Vice
President,
Finance
Continuous
Improvement
Canadian Tire



Lori Bieda
Head, Analytics
& Data CoE,
Personal &
Business Bank
BMO



Andrew Spencer
Vice President,
Transmission &
Stations
HydroOne



Eric Berger
Head of
Manufacturing
Excellence,
Sanofi



Mike Hevey
Director,
Transformation,
Governance,
Risk & Business
Improvement
Seaspan Shipyards



Aileen Sullivan
Director, Fleet
Performance
Improvement
Ontario Power
Generation



Biju Misra
Director,
Transformation
& Technology
Operations
Enbridge



Travis Hahler
Americas
Change
Management
Lead
Google



Robert Wong
Executive
Vice President
& Chief
Information
Officer
Toronto Hydro



Mariana Filipic
Director, North
America
Continuous
Improvement
Schneider
Electric



Bob Buiaroski
Senior Vice
President,
Customer
Experience
Manulife



David During
Director, Process
Improvement
The Hospital for
Sick Children



Jeremy Shorthouse
Director,
Environment,
Health & Safety
Molson Coors



Wayne Cuervo
General
Manager,
Toronto
Innovation
Center
Cisco



Hania Amad
Head of
Transformation
and Shared
Services
RBC



Christine Pelley
Director, Six
Sigma &
Operational
Excellence
Maple Leaf
Foods



Samantha Liscio
Chief
Technology
& Innovation
Officer
WSIB Ontario



Meredith Rousseau
SVP, Head of
Operational
Excellence &
Strategy
TD



Cristian Matei
Head of
Business
Transformation
Veolia Group



Stacey Metcalfe
Manager,
Customer
Relations & VOC
Toyota Canada



Frank Saunders
President,
Nuclear
Innovation
Institute
Bruce Power



Rias Attar
Vice President,
Enterprise Project
Management
& Strategic
Initiatives, Caesar's
Entertainment

Dear Colleague,

The path to operational excellence requires taking the right steps, in the right order. All too often companies set out to transform their business processes and go off course in 12-24 months. Sound familiar? In addition, your business is facing more volatility, complexity and risk than ever before. With markets shifting, regulations changing, increased global competition and pressure to increase efficiencies in your operations - how can you deliver Operational Excellence?

Join us at **Operational Excellence Week Canada** – where over 150 operations leaders will help you get aligned and drive enterprise operational excellence. This year's program will show you how to eliminate inefficiencies in your operations, drive customer excellence, harness digital transformation and build a sustainable culture of operational excellence.

Taking place October 21-24, 2019 in Toronto, this year's program is our best yet!

Be inspired by business thought leaders from over 150 global companies and learn how to:

- Align strategy with operations
- Determine a clear path between process and value
- Create culture of operational excellence
- Fortify your change management processes
- Take corrective action now to improve areas of operational weakness
- Implement process improvement initiatives with speed and certainty

We've added all new tracks on **Leadership & Culture, Process Excellence, Business Transformation, Lean, Customer Excellence, Digital Excellence and Operations Management Systems.**

Attend this year's **Operational Excellence Week Canada Summit** and meet the worlds leading minds in OE. No matter what your interest – process excellence, customer experience, BPM, enterprise integration, project management, digital transformation, RPA, innovation, business architecture – you'll walk away with tools and strategies you can share with your leadership team immediately!

I look forward to seeing you in Toronto in October.



Leslie Allen
Managing Director, Operational Excellence, IQPC

Here's what you can look forward to at Operational Excellence Week Canada 2019



CULTURE CHANGE FOCUS DAY

An entire day dedicated to building a culture of operational excellence. With interactive discussions and workshop style presentations, industry experts from across North America share their experiences and best practices for culture change and transformation.



10+ PEER-LED INTERACTIVE DISCUSSION GROUPS

IDGs are an excellent opportunity to learn best practice and network with those dealing with the same challenges you are. Ask the questions that you need answers to in an intimate yet informal setting – and take away tangible tools you can implement tomorrow.



CUTTING EDGE, BRAND NEW CASE STUDIES

We have a strict rule that each presentation is a case study based on real challenges, strategies, and results from the previous 12 months – the best opportunity you will have this year to benchmark your operations against industry innovators.



MORE NETWORKING TIME – BRING EXTRA BUSINESS CARDS!

With multiple dedicated networking sessions, this event will give you more time to exchange cards and develop important contacts that can help you meet potential partners.



2 DEDICATED TRACKS EACH DAY

Tracks allow you to spend some targeted time with others in the same role / with similar responsibilities as you, covering a diverse range of content and risk maturity levels. They enable you to maximize learning and provide targeted content for every member of your team.



10 PRE-SUMMIT WORKSHOPS

It's not a coincidence that these sell out every year! Workshops offer you the chance to deep-dive into the issues that can make the biggest difference to your organization. Take the time to really work through the challenges that you're facing, brainstorm solutions with other attendees and debate solutions & new directions with expert workshop leaders.

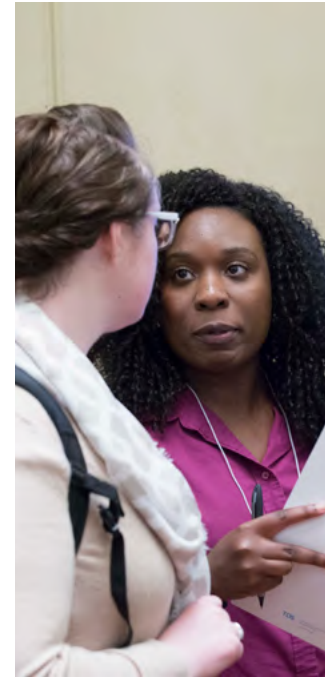
“ There is no better way than to learn from your peers in industry. The quality of your speakers, panel members and participants was exceptional. ”



“ Thank you for hosting a great event! ”



“ Truly one of the best events I have ever attended! Thanks again for an amazing experience, a great conference and so well managed and organized, I can't wait to return next year. ”



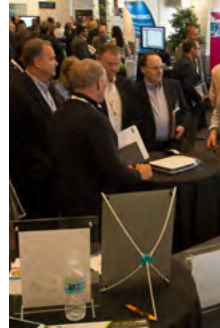
“ The conference was fantastic and all the sessions were very informative and speakers were highly accomplished. It was quite refreshing and I was able to learn quite a few concepts and it provided me an opportunity to network with my industry peers. ”



“ I truly enjoyed attending the Operation Excellence conference. You hosted both an informing and fun event. My take away was not only the benchmarking information, but networking and being able to continue to share best practices going forth. ”



“ Great conference! ”



“ The speakers were all knowledgeable, and I enjoyed their presentations throughout the week separately. The event provided good networking opportunities for me within our industry, as well as with vendors. ”



“ Tremendous value, even more than anticipated. Networking events were ample to make good connections, booths were informative, and the topics were really well targeted to what I needed. ”

“ Very good event with knowledgeable speakers. The time was well spent and very value adding! ”



“ This was a very valuable event. ”



PRE-CONFERENCE WORKSHOPS: Monday, October 21, 2019

Choose to attend up to four pre-conference workshops to benefit from comprehensive training across key strategic areas, or select only one workshop that supports your current goals. Simply state your workshop choices at point of registration.

7:30 Check in for workshop attendees and morning networking

8:00 Workshop A: Accelerating your Digital Strategy – and the Action Plan to Make it Happen

- Understanding the potential impact of digitization on your business – and your people
- Selecting, designing and installing operations systems to ensure operations availability and integrity
- Fostering a culture that accelerates technology adoption
- Integrating Process Control Networks with data management, optimization and reporting systems
- Assessing and ensuring readiness for operations, taking into consideration all aspects of the transition, including operational processes, roles and delegations of authority, legal and/or operations documentation, data and IT systems, resources and competencies; and governance
- How do you identify – and then develop - the digital skills and capabilities you need?

9:30 Morning networking break for workshop attendees

9:45 Workshop C: Sustaining Operational Excellence Amid Complexity and Change

With rapid advances in technology and globalization, today's organizations have become complex, and this complexity is sure to continue to grow exponentially in the future. Sometimes subtle organic change occurs in the form of "organizational drift". The effectiveness of traditional methods to understand and manage system performance amid such complexity and certain change is limited at best. So how do we achieve and truly sustain operational excellence given these realities?

This workshop will provide an overview of the characteristics of complex organizations, particularly relating those characteristics to vulnerabilities in overall system performance that are likely to challenge your operational excellence goals. Combining concepts of resilience engineering, Safety II, human factors and organizational change management, we step through some key principles for creating sustainable excellence. As always, understanding the strengths and limitations of the people in your organization will be crucial to success. The workshop will highlight some tools and techniques to help you leverage the benefits that human capability and adaptability bring.

Participants will be given some pre-workshop preparatory work to document where they are on the road to their performance goals, their success areas and their challenges. We will have the opportunity to explore these "roadmaps", and work through challenges using some of the new techniques.

Teresa Swinton, *Founder & Director, Paradigm Human Performance Ltd.*

11:15 Networking Luncheon for workshop attendees

8:00 Workshop B: Operations Excellence: Building an Organization for the 21st Century

- Identifying the strategic value levers and performance improvement opportunities in your company
- How to truly determine how reliable, safe and efficient your operations are – and then set targets for change. What is the benchmark?
- Setting clear goals and targets for operations excellence
- Aligning leadership and the rest of the organization
- Creating a sustainable Operational Excellence framework - even as conditions change
- Linking your Operational Excellence plan to business needs and changing objectives
- Identifying your performance gaps
- How to translate the business values and strategies and policies into action
- Changing the organizational culture to incorporate OE principles into the everyday
- Managing "daily improvement" and strategic scorecard / metrics and sustaining continuous improvement
- Weighing the pros and cons of centralized versus localized continuous improvement programs
- Developing the right continuous improvement framework for your business to improve reliability and operability

Cristian Matei, *Head of Business Transformation, Veolia*

9:45 Workshop D: Operational Excellence: Strategies for Improving the Customer Experience

Customer experience is not just the latest business strategy. It is a new way of thinking about the relationship between your organization and its customers, and no amount of tools, technology, or processes can improve the customer experience unless your organization learns how to think differently. Join us as we explore the shift in the operations mindset that best supports the customer experience approach.

- Using customer journey maps and other tools as operational frameworks
- Leveraging data and insights to understand the customer and employee experience
- Creating iterative processes to support continuous improvement
- Operationalizing the "soft" side of customer experience

Tara Schwegler, *PhD, Co-Founder and Co-Founder and Master of Big Ideas, RedSquared Consulting*

Jenia Espe, *MBA, Co-Founder and Chief Design Thinker, RedSquared Consulting*

**Build
your Own
Program**

11:45 Workshop E: Digital Transformation: Applying better analytics to find untapped cost efficiencies

- Dealing with issues as – or even before – they arise, using actual figures to make fact-based decisions
- Enabling real-time interaction with the information you need to manage your area of responsibility – whether it's the entire company or a specific region, field, well, maintenance activity, or opex budget
- Combining enterprise data with real-time operational data
- Gaining a real-time perspective of how your operations and asset are doing at any given moment – along with the insight to trigger the right actions needed to maximize operational excellence

Jim de Vries, *Founder and Managing Director, Enhance International Group*

1:15 Networking break for workshop attendees

1:30 Workshop G: Systematic Improvement: Leveraging your Operations Management System to drive high performance

- Taking a systematic approach to improvement
- Management Systems: Mitigating implementation risks
- Ensuring compliance
- Building the most compelling case for deeper OMS commitment
- Getting leadership to focus on and support your Management System
- Removing barriers to change: Creating a sustainable operational excellence culture
- Developing a strategy to gain buy-in from your workforce
- Overcoming the change management hurdle: Cultural considerations

Hugo Ashkar, *Global Risk Manager, BP*

3:00 Afternoon Refreshment Break

3:15 Workshop I: Unlocking Human Potential with Robotic Process Automation

- What are the specific opportunities, challenges and best practices to take advantage of this dynamic technology to drive business results today?
- Have you considered the creation of a 'virtualized workforce' that emulates the rapid automation and execution of repetitive steps in a process interaction with systems in the same way as a human user, meaning no complex system integration required?
- How RPA can free up your employees to do more value added work and achieve more on a daily basis

Vishal Vaidya, *Director, Professional Services, Bits In Glass*

4.45 Daytime Workshops Conclude

11:45 Workshop F: Holistic Transformation: The Journey to Optimization

- Why Optimize?
- What is Organizational Optimization?
- How is Optimization Different than other Transformations?
- Assessing your Organization's Optimization Maturity Level
- What is the Current State of Optimization in Your Organization?
- Organizational Synergy: Determining Your Organizational Staff Alignment
- Organizational Change Leadership at the Executive, Managerial and Staff levels
- Building Internal Optimization Capability: OO Training and Certification
- Sustaining Gains and Enduring the Quest for Optimization
- Capstone Exercise and Discussion

Robert Hutcherson, *CEO & Founder, Optimize Consulting, Inc.*

1:30 Workshop H: Intelligent Automation: Practical Applications of AI, Machine Learning and IoT for Operational Excellence

- Understanding value streams in the context of Industry 4.0
- The evolving role of intelligent assets in a value stream
- Basics of AI and Machine learning in the industrial context
- Mapping AI to business needs – selection criteria
- Selecting, designing and installing AI and IIOT systems for operational certainty

3:15 Workshop J: A Step by Step Guide to Using Lean Tools to Achieve Operational Excellence

In this interactive and hands on session, our workshop leader will take participants through a step by step approach to implementing and using Lean tools to achieve operational excellence, including how to:

- Develop a Continuous Improvement culture with enterprise wide Operational Excellence as your goal
- Assess your organization's current state and develop benchmarks and metrics for process improvement
- Implement successful change management strategies to bring everyone on the journey
- Understand how Lean will affect our existing quality and performance initiatives and plan for the change
- Identify how Lean can ramp up and support growth while keeping costs low
- Apply a Kaizen Event to gain buy-in as well as deliver significant results in the short-term
- How does one build the internal Capability?
- What does success look like?

7:15 **Registration and check in**

8:00 **Welcome from conference director**

Leslie Allen, Managing Director, IQPC

8:05 **Chair's opening address**

Jose Pires, Founder & President, Global Excellence & Innovation

8:15 **Where the rubber meets the road: Linking strategy to operations**

KEYNOTE
PANEL

- Understanding the root causes behind process inefficiency, including issues of strategy and operating models
- Determining and addressing the biggest constraints on operations optimization
- What impact can a down market have on operational excellence programs?
- Understanding the role of leadership in operational excellence: Identifying the key management hurdles and beliefs that can prevent improvement
- How much do leaders have to know about OE to be effective at leading improvements in their businesses

Paul DiGiandomenico, Senior Director, Retail Card Client Fulfillment Operations, CIBC

Doug Purdy, Vice President, Industrial Management, Pratt & Whitney Canada

Urooj Khan, Vice President, Corporate Development & Strategic Solutions, Symcor Inc.

9:00 **Fit-for-Future: Changing the way we work at Sanofi**

Sanofi is one of the world's largest pharmaceutical manufacturing companies, with a strong Industrial Operations organization with more than 60 different sites in the different parts of the world. After experiencing production inefficiencies and recognizing the need for digitalization, the company implemented an enterprise wide transformation strategy in 2016. Four years later, Eric Berger, Head of Manufacturing Excellence for Sanofi Industrial Operations will discuss the program and the lessons they learned along the way.

CASE
STUDY

- Changing the way we work
- Making work and opportunities visible, establishing current and ideal states for operations
- Establishing a culture of Continuous Improvement within and industrial framework
- Fit-for- Future
- Extending transformation strategy to multiple different sites and functions
- Accelerating digital transformation and fostering a culture of technology adoption
- Adapting to Change
- Implementing change management programs to achieve enterprise alignment within the transformation strategy
- Employing a flexible transformation strategy to overcome challenges with new approaches

Eric Berger, Head of Manufacturing Excellence for Industrial Operations, Sanofi

9.35 **Morning Networking Break**



Very well organized and everyone in the room seemed to be really engaged and interested in the topics. Change is inevitable, I think professionals should come to the event as the requirements today's market are meant to address its current challenges.

EMEA Finance Director
Google

Choose between Tracks

HUMAN CENTERED OPERATIONAL EXCELLENCE

Track Chair: **Hugo Ashkar**, *Global Risk Manager, BP*

10.00 Leadership behaviour to create a culture that sustains Operational Excellence

PANEL

- Defining leadership: understanding what makes a leader when it comes to continuous process improvements
- Seeking to learn: understanding the role of leadership within operational excellence
- Perception - Thinking - Behaviour - Habit: Creating a “way of being” cycle (and managing it)
- Changing the organizational culture to incorporate Operational Excellence into the everyday
- Managing “daily improvement” and strategic scorecard / metrics and sustaining continuous improvement

Aileen Sullivan, *Director, Fleet Performance Improvement, Ontario Power Generation*
Hugo Ashkar, *Global Risk Manager, BP*

10.30 Utilizing a Lean Management System to Influence Culture Change: A case study from The Hospital for Sick Children

CASE STUDY

By deploying a Lean Management System, Organizations can be able to support the concept of continuous improvement through an approach that systematically seeks to achieve small incremental changes in processes as they strive to meet or exceed customer expectation and improve quality and efficiency. This session focuses on how a Lean Management System works, and how it can enable and empower employees to own, identify and solve operational problems, while resulting in culture change as a by-product of the expected outcomes.

David During, *Director, Process Improvement & Innovation, The Hospital for Sick Children*

11.00 Human Performance and Risk Management: How BP's Human Performance Framework is Improving Site Safety

CASE STUDY

- What is the link between safety incidents and risk management barrier weaknesses?
- Understanding and improving how people interact with the plant, processes, and each other to create a safe state environment
- Investigating Safety Incidents
 - Asking ‘what’ and not ‘who’
 - Appropriate leadership reactions
 - Developing an approach to understand the actions of humans in complex systems

Hugo Ashkar, *Director, Global Risk Management, BP*

11.30 Networking Luncheon

BUSINESS TRANSFORMATION

Track Chair: **Jose Pires**, *Founder & President, Global Excellence & Innovation*

10.00 How Pratt & Whitney Canada is Leveraging Technology to Increase Cost Efficiency, Safety and Their Environmental Footprint

CASE STUDY

- Understanding the connection between Operational Excellence and technology
- Minimizing risk in operational execution through predictive analytics and technology injection
- Determining your manufacturing and technology readiness levels
- Influencing a culture of innovation and process excellence through a strong strategic vision of collaboration
- Anticipating future issues, challenges and creating robust technology adoption plans
- How technology injection at Pratt & Whitney is improving reliability, productivity, and environmental performance

Doug Purdy, *Vice President, Industrial Management, Pratt & Whitney Canada*

10.30 Using Lean to drive OE

PANEL

- Building LEAN capabilities in OE and line leaders – getting the journey started
- Moving past the tools and using the power of leader involvement
- Changing where work happens to improve business results – the why ?
- Understanding the behavior / priority shift required
- Building a plan to make LEAN leadership ‘the way we work’

Christine Pelley, *Director Six Sigma & Operational Excellence, Maple Leaf Foods*
Mariana Filipic, *Director, North America Continuous Improvement, Schneider Electric*
Les Cyfko, *Director, Engineering & Continuous Improvement, PepsiCo*

11.00 Continuous Improvement from the ground up

CASE STUDY

PepsiCo employs over 5,000 people at over 50 sites across Canada. Facing an increasingly competitive market is PepsiCo's rationale for launching a comprehensive CI strategy through the organization. In this case study, Les Cyfko, Director of Continuous Improvement & Engineering at PepsiCo, will discuss the implementation of a nationwide continuous improvement program at the company that has led to over \$100 million in savings.

- Creating a burning platform in an already successful company
- Engaging the entire organization from leadership to the frontline
- Enhancing supply chain collaboration
- Lessons learned

Les Cyfko, *Director, Engineering & Continuous Improvement, PepsiCo*

DIGITAL TRANSFORMATION: Achieving dramatic improvements in productivity, flexibility, and speed

As companies are constantly seeking new ways to maintain profitability, digital is a critical part of the answer, offering companies the possibility of a radically more efficient way of operating. IT is now a core business asset, repositioned as a center of value creation, insight and innovation. Digital platforms have given us the ability to collect, connect and manipulate data more easily. Analytics provide us with greater insight, and Artificial Intelligence and machine learning are transforming the way we work. Robotic Process Automation (RPA) is driving rapid cost reduction by automating high-volume, repetitive processes. Using IoT technology, we can create an asset ecosystem – all interconnected and intercommunicating – to provide us with vital information about those assets. During this part of the program, delegates can explore the latest digital tools and methodologies, choosing the specific track sessions that best support where they are on their digital transformation journey. These cutting edge sessions will be interactive discussions and will be capped at 100 attendees to ensure all delegates get the opportunity to ask their most pressing questions and ensure you walk away with actions you can take back to the office and share with your team.

12.30 **Turning digital transformation strategy into action**

CASE STUDY

Organizational transformation initiatives have a success rate of 5-10%. Often, companies fail to realign their strategies and operations, resulting in the loss of value from transformation programs. Biju Misra, Director, Transformation & Technology Operations at Enbridge will discuss what it takes to sustain digital transformation and drive operational excellence that can create value for the frontline.

- What does digital transformation mean?
- Integrating strategy, people, process, technology, data to properly drive transformational change
- Properly shaping systems and technology and creating fit-for purpose platforms that create value
- Creating a culture that fosters technology adoption, continuous improvement, and innovation

Biju Misra, Director, Transformation & Technology Operations, **Enbridge**

1.00 **Process Mining: Your new superpower providing direct visibility into your business processes**

Process Mining is a new discipline, quietly developed in Europe in the last decade, and now ready for prime-time. It is a surprisingly simple, yet robust data science providing near-magical visibility into business processes. It is now used in various productivity improvement projects, such as Robotic Process Automation, but also by Internal Audit and Compliance Departments to identify deviations and irregular transactions.

Frederic Brosseau, President and Founder, **Akuting**

1:30 **Leveraging Data as a Strategic Asset**

CASE STUDY

In the age of digital transformation, organizations find themselves with copious amounts of data that often isn't used to its full potential. Rami Hindieh, Associate Director of Enterprise Data Management at Greater Toronto Airports Authority will discuss how Pearson Airport is properly leveraging data and creating efficiencies in their operations.

- Creating a unified view of the organization and its data
- Effectively using data for predictive and preventative maintenance
- Data as a facilitator for decisions

Rami Hindieh, Associate Director of Enterprise Data Management, **Greater Toronto Airport Authority**

2:00 **Practical Application of AI, Machine Learning, and IoT for Operational Excellence**

EXPERT INSIGHTS

- Understanding value streams in the context of Industry 4.0
- The evolving role of intelligent assets in a value stream
- Basics of AI and Machine learning in the industrial context
- Mapping AI to business needs – selection criteria
- Achieving operation certainty with AI:
 - Asset reliability
 - Operation optimization
- Selecting, designing and installing AI and IoT systems for operational certainty

Rajiv Anand, Co-Founder and CEO, **Quartic.ai**

“

For the 2nd year in a row, I left with some outstanding ideas and great resources.

Gail Kopitske, Business Process Improvement Manager, **Paychex, Inc.**

2:30 Solution Insight Session Branded as “the best networking session I’ve ever attended” by a number of past Summit delegates, this structured networking session is the ideal opportunity for you to capitalise on time out of the office by speaking to the experts in attendance and learning about the solutions available to your specific OE challenges. **How does it work?** It’s easy. You spend seven minutes at a table of your choice, and when the bell rings you’ll be directed to the next one to start another round of networking. At the end of the session you’ll have met most of your peers, and if you haven’t, you can continue into the networking cocktail reception at the end of the day.

Choose between Tracks

ORGANIZATIONAL OPTIMIZATION

Track Chair: **Robert Hutcherson, CEO & Founder, Optimize Consulting, Inc.**

3:00 Removing barriers to change: Change management tactics to drive business operational excellence

PANEL

- Is change management a critical element of transformation?
- How much effort and attention should be given to managing change?
- Identifying where you want to be – and what kind of behaviours are necessary to execute that?
- Creating the case for change to senior executives: Methods for reporting and communicating initial success back to your key business stakeholders
- Driving change to the corporate environment - and anticipating and dealing with the consequences

Kimberly Matheson, Senior Director, Product R&D Management Office, Sanofi Pasteur
Hania Amad, Head of Transformation and Shared Services, RBC
Hugo Ashkar, Global Risk Manager, BP

3:30 Building an Organization for the 21st Century: An award winning case study in transformation at Veolia

AWARD WINNING CASE STUDY

Veolia Group, headquartered in France, is a \$30B company with 164,000 employees worldwide. It has four main service and utility areas traditionally managed by public authorities – water management, waste management, transport and energy services. The vast Business Management experience with Veolia Group of Madalin Mihailovici, Mihai Savin, Irina Munteanu and their Colleagues within the Apa Nova Bucharest Management Team was combined with Cristian Matei's experience who - after 20 years working with ABB, Alstom Power or General Electric as Global Head of Operational Quality & Continuous Improvement or Global Head of Learning & Development - joined Veolia in 2016 as Head of Transformation. In this inspiring case study, they will take the audience through the company's transformation journey, including insight into:

- "The burning platform" and how to deal with crisis management - while transforming problems into opportunities
- Using a three-phased holistic approach to re-engineer business processes and organisational architecture achieve higher business performance
- Putting necessary tools and methodologies in place to transition from opinion-based leadership to a data-driven organization
- How to design continuous improvement management processes to continuously exceed all stakeholders' expectations while creating the self-sharpening organisation

Cristian Matei, Head of Business Transformation, Veolia

4:00 Organizational Optimization: The Holistic Transformation

EXPERT INSIGHTS

- Why the need for Optimization?
- Assessing the Current State of your Organization
- Transforming your Organization to a Future State of Optimization

Robert Hutcherson, CEO & Founder, Optimize Consulting, Inc.
Lee Winters, Sr. Director of Strategy Optimization, Optimize Consulting, Inc.

Organizational
Optimization
Book
Signing!

INNOVATION EXCELLENCE

Track Chair: **Jose Pires, Founder & President, Global Excellence & Innovation**

3:00 Building, launching and running an Innovation Centre

CASE STUDY

- Get a glimpse into how Cisco innovates
- Hear lessons learned on building and launching an Innovation Centre / Centre of Excellence.
- How to create a culture of innovation across organizations
- How does innovation apply to industry case studies and 'Art of the Possible' use cases
- How do you apply innovation to transformational concepts to real-life business challenges and use cases

Wayne Cuervo, General Manager, Toronto Innovation Centre, CISCO

3:30 Driving Operational Excellence through Innovation: Making Change at Bruce Power

CASE STUDY

The Nuclear Innovation Institute (NII) is an applied research facility focused on advancing operational excellence and innovation in an industry known for its rigorous programs to control change. For Bruce Power, the main driver behind opening the facility was to develop future innovations and partnerships to enhance key areas of Bruce Power's operations including safety, reliability, efficiency, productivity and project execution. The key focus areas of the Institute include artificial intelligence and cyber security; Health and environmental excellence and operational excellence among other things. This session will explore:

- Making a case for an innovation center in a large, asset intensive company
- Enabling innovation and proof of concepts by separating innovation programs from work processes
- Techniques to drive innovation and efficiencies
 - Digital transformation - Change management - Themed innovation challenges

Frank Saunders, President, Ontario Nuclear Innovation Institute, Bruce Power

4:00 Digital Transformation at the WSIB: Making service design and technology work together to improve customer experience and operational efficiency

CASE STUDY

This presentation will discuss the role of both service design and technology in changing business process and organizational culture and eliminating operational inefficiencies (and paper) to meet customer needs and expectations. It will also describe the program to modernize the core services of the Workplace Safety and Insurance Board, which uses both perspectives to successfully change the customer experience, drive process efficiencies and reduce technical debt. Utilizing deep customer listening techniques together with Design Thinking, WSIB is embarking on a multi-year journey that includes both quick wins through a Digital Factory approach and a longer, larger multi-year transformation program to deliver a new way of managing our core business and customers.

Samantha Liscio, Chief Technology & Innovation Officer, WSIB Ontario
Jennifer Anderson, Chief Service Excellence Officer, WSIB Ontario

4:30 **“Let’s Give ‘em Something to Talk About” The Power of Engaging the Employee Voice**

Companies today face the challenge of engaging their employees in meaningful dialogue - whether it be due to geography, flex work - or simply that many people feel that speaking up has a cost associated with it.

In this talk we will examine:

- How technology can humanize the employee experience
- The power of allowing all voices to be heard which results in organizations benefiting from higher engagement
- The value of gathering ideas and solutions from a broader, more diverse population

Dessalen Wood, *Chief People Officer, Thoughtexchange*

5:10 **The Neuroscience of Change and How to Make it Stick**

People inherently resist change. How do we harness what we know about the brain to prepare ourselves and our teams for change? Discover the different reactions to change and tips on how to manage change successfully. You'll learn about your brain, how to relate to your teams, and leave understanding how Change Management can not only improve your odds of success in your transformation journey but also be a valuable investment in your people and culture.

Travis Hahler, *Americas Change Management Lead, Google*

5:50 **Day One closing remarks and conference adjourns**

5:50 **Networking Cocktail Reception for all Conference Attendees, Speakers and Sponsors**

With 150+ attendees at Operational Excellence Week Canada, take advantage of this opportunity to meet new industry colleagues and reconnect with old ones. Plus all of our conference speakers and sponsors will be present - an exceptional time to follow up on ideas you've heard throughout the day and continue the conversation!



Two weeks later and we are still talking about what we learned....that’s a good sign of a great conference.

Business Analyst Lead
One America

7:30 **Check In and Networking Breakfast**

8:00 **Chair's Opening Remarks**

Jose Pires, *Founder & President, Global Excellence & Innovation*

DIGITAL TRANSFORMATION

8:10 **Digitalization: Achieving Unprecedented Levels of Operational Excellence**

- Understanding the potential impact of digitization on your business – and your people
- Selecting, designing and installing operations systems to ensure operations availability and integrity
- Fostering a culture that accelerates technology adoption
- Assessing and ensuring readiness for operations, taking into consideration all aspects of the transition, including operational processes, roles and delegations of authority, legal and/or operations documentation, data and IT systems, resources and competencies; and governance

CIO PANEL

Robert Wong, *Executive Vice President & Chief Information Officer, Toronto Hydro*

Anju Virmani, *Chief Information Officer, Cargojet*

8:50 **Driving Analytics ROI and Selling its' worth across the Enterprise**

Regardless of the industry, measuring the return on analytics is a key challenge.

- What is a culture of analytics, and how can you develop one?
- Determining the right KPIs and setting goals for analytics
- How to best position analytics capabilities in your organization to demonstrate the highest return

CASE STUDY

Lori Bieda, *Head, Analytics & Data Centre of Excellence, Personal and Business Bank, BMO*

9:25 **Transforming Field Productivity: Building a Digital Worker Platform at Duke Energy**

Empowering field workers has been a challenge for many industries. Useful technologies such as augmented reality, mobile tracking and drones remained inaccessible for a long time. Increasing customers expectations, more challenging cost structures, safety and reliability targets are pushing us to transform the traditional field worker into a digital one. The session will discuss the challenges and opportunities facing the digitization of the field work activities and the impact on productivity at Duke Energy. We will discuss examples of enabling workers with new digital tools and highlight their path to adoption. Metrics and value capture for the newly created digital experience and the translation of time savings into real value creation.

CASE STUDY

Remi Raphael, *Director, Business Transformation, Duke Energy*

“

The event re-ignited my passion for leveraging technology as a way to energize employees and improve processes.

Director of Operational Excellence, **TD Bank**

INTERACTIVE DISCUSSION GROUPS

10:00 **Adapting to today, Building for tomorrow: Closing the Operational Excellence Execution Gap**

These round table discussions are your opportunity to take part in facilitated group discussions with your peers. Choose the discussion group you would like to attend. Each runs for 40 minutes.



Innovation Acceleration: Making Innovation part of your Organizational DNA
Jose Pires, Founder & President, Global Excellence & Innovation

Lean Transformation: Using Lean to Drive OE
Les Cyfko, Director, Engineering & Continuous Improvement, PepsiCo

Design Thinking: How to redesign your organization for 21st Century Challenges
Cristian Matei, Head of Business Transformation, Veolia

Talent Transformation: Leading Analytics Teams in Changing Times
Lori Bieda, Head of Analytics & Data CoE, Personal & Business Bank, BMO

Human Performance and Risk Management: Understanding the Connections
Hugo Ashkar, Global Risk Manager, BP

Intelligent Automation: Automating Operations, Upgrading Customer Experience Driving Business Performance Excellence

Build your Own Program

10:35 **Networking Break**

DRIVING OE TO THE FRONTLINE

10:55 **Driving Operational Excellence to the Frontline: Making strategy a reality**

PANEL

- Transformation doesn't come easy – and it doesn't come free. Shifting from passenger to driver on your transformation journey
- People, process & technology: Creating the integration needed to put the business transformation 'wheels in motion'
- Growing people and changing behaviors: why operational transformation is not just about redesigned business processes and new technology applications
- Learning from others: Recent challenges and lessons learned from those who've been there

Sandra Harris, Senior Director, Operations Excellence, Air Canada

Hugo Ashkar, Global Risk Manager, BP

Cristian Matei, Head of Business Transformation, Veolia

11:25 **Defining Health & Safety Excellence**

CASE STUDY

Do you believe your organization is working towards health and safety excellence? Have they defined what health and safety excellence is and how they are going to measure it? Is there a plan in place to achieve it? Still today, most companies believe that having "ZERO" injuries/incidents means excellence. Jeremy will share how an organization must define their health and safety excellence vision first and then develop metrics and plans to get there. Jeremy will help you think differently on how to approach health and safety excellence. Share some great best practices so that you can go back to your organization and help them define the true meaning of health and safety excellence.

- Define what health and safety excellence is in your organization.
- Put together the vision for your organization.
- Develop a long-term plan on how to get there.
- Determine metrics – leading indicators
- Resources required

Jeremy Shorthouse, Director, Environmental, Health & Safety, Molson Coors

11:55 **Embracing User Centric Design to Create a Culture of Continuous Improvement**

CASE STUDY

Management is often faced with a puzzle - how can I deliver excellent customer experiences and make users happy, while finding ways to be more efficient and deliver savings? In an age where service excellence means everything, a focus on user experience can help Management better understand the needs their stakeholders. A user centric design can uncover waste and inefficiency, identify improvement opportunities, and enable more effective decisions, ultimately being more efficient. With the end goal of improving customer and stakeholder interactions, we will highlight:

- What is user centric design and what difference can it have on how changes are implemented in my organization?
- How can user experience mapping deliver insights and help create a culture of continuous improvement?
- What benefits can I expect, and how can I quantify the impact of a user centric continuous improvement approach?

Robert Phillips, Associate Vice President, Finance Continuous Improvement, Canadian Tire

Sarah Mesaglio, Manager, Finance Continuous Improvement, Canadian Tire

12:40 **Networking Luncheon**

“

IQPC's Opex Conference was one of the best conferences we've ever sponsored... period! Our workshop was packed. This was an incredible gathering of people put together by the incredible staff at iqpc! Thank You Leslie! you knocked THIS ONE WAY OUT OF THE PARK FOR US!

Pat Hardee,
VP of Sales and Marketing,
Voovio

CUSTOMER EXPERIENCE

1.30 **Cost Containment: Marrying the bottom line with customer improvement**

CASE STUDY

If your mandate is to improve your business' economics, consider:

- Establishing a process-driven approach to cost savings;
- How efforts to eliminate customer friction and streamlining operations go hand in hand;
- The critical role your frontline agents play in efforts to scale.

Leanne van Zwieten, *Director, Process Improvement, Rogers Communications*

2.00 **Toyota's Transition to Net Promoter Score: A case study in change management**

CASE STUDY

In 2018 Toyota replaced their traditional customer satisfaction survey program with a program based on Customer Recommendation. This change was introduced to be more effective at addressing customer concerns, building emotional connections and creating brand advocates. Though it was initially met with some frustration, Stacey Metcalfe, Manager, Customer Retention & VOC at Toyota will discuss how they successfully rolled out this change - directly affecting several 1000 employees at 287 dealerships.

- Properly preparing stakeholders through education and collaboration
- Supporting the workforce through change
- Welcoming feedback and making adjustments when necessary
- Demonstrating value and the positive impact of change

Stacey Metcalfe, *Manager, Customer Retention & VOC, Toyota Canada*

2:30 **Pioneering the Journey of Operational Excellence**

KEYNOTE

Operational Excellence has always been a core pillar of TD's strategy and framework; recent TD events and changes in competitive landscape have brought OE to the forefront and the organization has reemphasized its focus

- Why did we pursue the journey towards operational excellence?
- OE as a strategic differentiator and a core foundation supporting the alignment and optimization of its organization, processes, technology and partnerships
- Developing a management team who are equipped to operationalize business strategy, implement change in their organization's processes and systems, and maximize value over the life of the asset
- Establishing a resilient operating model that fosters execution excellence, strong change management and a no-surprise environment, in which issues and opportunities are proactively identified, responded to and managed
- Significant changes and processes that have risen as a result of TD's Operational Excellence Journey

Meredith Rousseau, *Senior Vice President, Head of Strategy & Operational Excellence, TD*

Farrukh Naseer, *Vice President, Regulatory Change Management, TD*

3:10 **The Power of Ownership: How Walgreens Got 200,000 People To Work Differently**

KEYNOTE CASE STUDY

As America's largest retail pharmacy, Walgreens and its 200,000-plus team members live square in the middle of two industries currently facing total disruption; retail and health care. Hear from Brian Kedzior, Walgreens' head of Organizational Development and Change Management, on how the company has used empowerment and ownership to evolve a 118-year old culture and build the agility needed to continue being the champion of health and well-being in every American community. Come ready to participate! Along the way, we'll also explore your own company's commitment to employee empowerment, learn from each other and hopefully learn a couple things that put us ALL in better position to drive positive change in our organizations.

Brian Kedzior, *Head of Organizational Development & Change Management, Walgreens*

4:00 **Chair's Summary & Close of Conference**

“

Another wonderful, and very well planned Operational Excellence Summit in Toronto! It was a great environment, with best in class companies and leaders coming together to collaborate on best practices and strategies as the industry continues to transform. For myself, the networking opportunity this summit provides is exceptionally helpful. Looking forward to more!

Kathy McCrum, Vice President,
SaskPower

Building a Culture of Operational Excellence

8:00 Registration and check in

8:30 Chair's opening address
Matt DiGeronimo, Managing Director, High Reliability Group

8:45 **Leading Cultural Transformation**

CASE STUDY

Many leaders champion efforts to fundamentally change their organization's culture. Many of these efforts fail, while some succeed. Matt will discuss strategies to employ and pitfalls to avoid when undergoing cultural transformation highlighted by real-world experiences. Some of the topics explored include: how to identify organizational behaviors that are unwittingly working against your efforts, how to communicate the intended changes to the organization to maximize alignment, and how to develop a healthy mix of top-down and bottom-up strategies.

Matt DiGeronimo, Managing Director, High Reliability Group

9:30 **Implementing changes in leadership thinking and behaviours to effectively embrace and support organizational transformation**

PANEL DISCUSSION

- Why process improvement can be easier than you think: securing executive support the right way
- What keeps operational excellence professionals in employment
- Understanding the role of leadership in operational excellence: Identifying the key management hurdles and beliefs that can prevent improvement
- How much do leaders have to know about OE to be effective at leading improvements in their businesses
- What is the role of culture in achieving Operational Excellence?
- Creating a culture of operational excellence

David During, Director, Process Improvement & Innovation, The Hospital for Sick Children

Travis Hahler, Americas Change Management Lead, Google

Hugo Ashkar, Global Risk Manager, BP

10:15 Networking Break

10:45 **Successfully Implementing Performance Management Systems and KPIs**

CASE STUDY

Over the last 4 years, Hydro-Quebec implemented a new quality management system designed to enable managers from all divisions from first line workers to upper management. Performance meetings and KPIs are now part of the daily reality of hundreds of units across the company, a major change to previous management practices. Not only does this new system enable managers at all levels to synchronize their activities with the overall strategic plan, it allows employees to become part of the decision-making process in real time. This presentation will explore how the system works, how companies can implement a new management system, and how to ensure employee buy-in at all levels of the organization.

Gerard Lachance, Senior Manager, Performance Quality & Management Systems, Hydro Quebec

11:20 **Interactive Discussion Groups: Building a Culture of Operational Excellence**

12:00 Networking Luncheon

1:00 **Leading Millennials to Operational Excellence**

CASE STUDY

When changes are experienced in the workforce, it is the responsibility of the organization's leadership to respond to these changes. Too often, these changes are discussed and lamented but not acted upon by leadership. There are clear indicators that Millennials represent a change in the workforce, and each organization must have a leadership strategy to deal with this change. Matt will discuss the essential elements of that strategy, such as, providing a clear vision/purpose, increasing transparency, increasing meaningful interactions with senior leadership, increasing cross-training and increasing feedback related to current work performance and potential/expected career development.

Matt DiGeronimo, Managing Director, High Reliability Group

1:45 **Culture and Business Transformation: Making the Impossible Possible**

WORKSHOP

If "culture eats strategy for breakfast", operational excellence, safety, and high reliability may easily become side dishes. Nearly 90% of all major organizational initiatives or programs die a slow death, systematically chewed up by the jaws of culture. Let's break the cycle and serve a dinner of best practices from great, enduring organizations that have transformed their cultures into their greatest competitive advantage. This Executive Masterclass session will highlight effective mechanisms and practical approaches for cultural transformation:

- Evaluating cultural status, history and resistance to change
- Intentionally designing a culture for competitive advantage
- Identifying and engaging cultural champions, influencers, and leaders
- Engaging and energizing the workforce to implement change that creates value
- Accelerating leadership development aligned with the new culture
- Transforming apathy and complacency into a purpose driven organization that delivers results

Jose Pires, Founder & President, Global Excellence & Innovation

3:45 **Closing remarks and Focus Day Adjourns**

TOP 5 REASONS TO ATTEND OPEX WEEK CANADA

INDUSTRY CONNECT: MEET YOUR INDUSTRY PEERS

Join us for this exciting and unique format - attendees will break out into groups by industry and be given an "Outside In" operational challenge to solve as a group. Our panel of C Suite judges will listen to each industry teams solution to the challenge and the winning team will win a prize! A great way to meet some new industry contacts and reconnect with old ones!



10 DEEP DIVE WORKSHOPS: COME WITH QUESTIONS, LEAVE WITH ANSWERS

Get out of the traditional conference format and into a more intimate setting by joining one of our 10 workshops. This workshops sell out every year- and for good reason! They are a great way to get deep insight into a particular challenge are you are facing - plus they are a great way to meet a select group of people with interests that match your own! Our Workshops are capped at 40 for maximum learning - so book early!

INTERACTIVE DISCUSSION GROUPS: NO POWERPOINT, ALL DISCUSSION

Build your network and discuss innovative solutions to your unique challenges - our IDGs are one of the most popular sessions on the agenda. Choose from 12 discussion group topics on everything from Design Thinking to Robotics where small groups of 20-25 attendees discuss 3 key questions as a group, all facilitated by one of our industry speakers. We get out the flipcharts, sticky notes and markers, put our heads together and talk - because those of you doing the work are our real experts! Plus after the event is over the outcomes from your IDG will be summarized and sent to you back at the office so you can share them with your leaders!



EXHIBITION HALL EVENTS: SOLUTION INSIGHT SESSION, SPEAKER CONSULTATION LOUNGE

The OPEX WEEK Canada exhibition hall is at the heart of all networking. The Solution Insight Session is your opportunity to hear from the technology, services and solutions experts that have the answers to your specific operational excellence implementation or integration challenges. You will have the opportunity to hand-pick from our leading-edge services and solution providers which presentations you wish to attend - then you'll have 5 minutes with up to 5 providers to hear directly from them on how they can support your business challenges. This unique session allows you to find out - within just 5 minutes - whether your company can benefit from a future business relationship with a specific provider. Don't miss your chance to visit our state-of-the-art 'Digital Transformation Zone', with cutting edge providers and practitioners showcasing how they can help you overcome your digital transformation challenges.

Plus pop into our Speaker Consultation Lounge and ask one of our 60+ speakers a question you didn't get a change to ask earlier (or one you'd rather ask in private) Speakers will be available throughout the event in the Speaker Consultation Lounge so you can get advice straight from the experts!

COCKTAIL RECEPTION: SOMETIMES THE BEST NETWORKING HAPPENS OVER A DRINK

Unwind after an inspiring day of case studies and panel discussions - the Reception is your time to relax and chat with those key contacts you met earlier in the day over a drink. Our staff are known for the networking support we offer to our attendees, speakers and sponsors. We provide one to one introductions for you so if there is someone (or several people) you want to meet just ask us! We are all about helping you make new connections!



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Operational Excellence Week *Canada* is attended every year by over 150 heads of Operations from across North America. Focused and high level, the event is an excellent platform to initiate new business relationships, increase brand awareness and establish your company as a thought leader in the industry.

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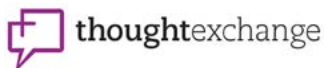
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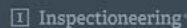
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OPERATIONAL EXCELLENCE WEEK CANADA

October 21-24, 2019
The Old Mill, Toronto, Ontario

Package Options For In House Industry Professionals*	3 Day + Culture Change Focus Day	3 Day Pass	2 Day Pass
Standard Price	\$3,399	\$2,699	\$2,499

Pass Includes	3 Day + Culture Change Focus Day	3 Day Pass	2 Day Pass
Access to Main Conference (October 22-23)	✓	✓	✓
Membership to the PEX Network	✓	✓	✓
Wind down and network with your peers at evening reception	✓	✓	✓
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Enhance your learning with access to 5 practical pre-conference workshops	✓	✓	x
Culture Change Focus Day (Thursday October 24)	✓	x	x

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OPERATIONAL EXCELLENCE WEEK CANADA

October 21-24, 2019
The Old Mill, Toronto, Ontario

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Family Name

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Yes I would like to receive information about products and services via email

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Nature of business

Address

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Approving Manager

Name of person completing form if different from delegate

Signature

I agree to IQPC's cancellation, substitution and payment terms

Special dietary requirements: Vegetarian Non-dairy Other (please specify)

Please indicate if you have already registered by: Phone Fax Email Web

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Total price for your Organization

(Add total of all individuals attending):

Billing address (if different from above):

Credit Card: please phone to process payment

Invoice: please send me an invoice (subject to \$99 processing fee per delegate)

Cheque: please find enclosed cheque for

WORKSHOPS

MONDAY OCTOBER 21

8:00 Workshop A: **Accelerating your Digital Strategy – and the Action Plan to Make it Happen**

OR

8:00 Workshop B: **Human Centered Operational Excellence: Creating a Culture of Excellence**

OR

9:30 Workshop C: **Operations Excellence: Building an Organization for the 21st Century**

OR

9:30 Workshop D: **Operational Excellence: Strategies for improving the Customer Experience**

11:45 Workshop E: **Digital Transformation: Applying better analytics to find untapped cost efficiencies**

OR

11:45 Workshop F: **Holistic Transformation: The Journey to Optimization**

1:30 Workshop G: **Systematic improvement: Leveraging your Operations Management System to drive high performance**

OR

1:30 Workshop H: **Intelligent Automation: Practical Applications of AI, Machine Learning and IoT for Operational Excellence**

3:15 Workshop I: **Unlocking Human Potential with Robotic Process Automation**

OR

3:15 Workshop J: **A Step by Step Guide to Using Lean Tools to Achieve Operational Excellence**

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