

## **11A - "Innovation Hardwired: A Model to Drive World Class Transformation"**

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In order for "world class transformation" to happen inside a company, one of the most important strategies needed is an innovation strategy. Innovation is a complex arena, but one that is composed of several key elements, each of which can be clearly identified and understood. Organizations starting out on the innovation journey, and those that have already taken the first steps alike, often wish to gain a clear view of the different options available to them. They want to know what alternatives there are in such areas as strategic focus, the mix of "types and levels" of innovation, and the varied organizational approaches that companies adopt to make innovation effective. They need to know what combinations work well in different situations and what could be best for their specific situation and corporate focus.

This presentation will provide participants with a roadmap to hardwire innovation in their companies. The roadmap to be presented contain 12 elements which were based on more than 600 innovation best-practices from world class companies such as IBM, 3M, P&G, Apple, GE, Citigroup, Netflix, Ritz-Carlton and Starbucks. The roadmap will provide a practical guide on how to implement an innovation system that is effective. This will allow participants to gain a very good understanding of all the key components of an innovation system and how to make it successful in their organizations. We will provide participants with a systemic view on how to manage innovation and make it an engine to drive world-class transformation.

### **Presenter:**

Alexis is a business innovation consultant providing services throughout the Americas in innovation effectiveness, lean six sigma, service design, and organizational change. As an international innovation catalyst he has implemented systems of innovation in 12 countries and provided consulting services for a variety of clients including The Ritz-Carlton Hotels, Citigroup, Nestle, SK Telecom, Gama Healthcare, Schiller Math and Grupo Pellas. He currently teaches Business Innovation at Georgetown University CIED Program in Washington, D.C., and is an Official Judge for the Innovation Challenge Award hosted by the Darden Graduate School of Business, as well as an Official Judge for the Global Thunderbird Sustainable Innovation Summit. He has served for nine years as an Examiner, Sr. Examiner, and Alumni for National and State Quality Awards in USA, Argentina and Brazil. He is a Member of the Editorial Review Board of the Six Sigma Forum Magazine, a Senior Member and CPT of ISPI (International Society for Performance Improvement).

Alexis has been an ASQ Member since 1991, Fellow Member since 2006, and a member as well of the Quality Management, Six Sigma, and Service Quality Divisions. An advocate of ASQ services and products in developing economies, he has broadcasted widely and passionately the need for the quality community to professionalize services by adhering to ASQ standards of excellence. He designed the assessment criteria and piloted the first ASQ World Partner Program, to help ASQ expand its network and membership internationally.

## **11B - Research Report on the Key Technology Drivers of Best-in-Class Quality**

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Recently the Aberdeen Group published a benchmark report on the Cost of Quality. This report was based on interviews with individuals from over 300 companies. It drills into the practices that distinguish Best-in-Class performers from Average and Laggard performers. This presentation will review this data, including conclusions that are hidden in the data. It will offer specific, actionable strategies and tactics for positioning your company at a higher level of performance. We will discuss:

- The Maturity Class Model
- The PACE framework
- Technology Impact on Best-in-Class Performance
- Hidden Messages in the Aberdeen data
- Required Actions for Business Excellence

### **Presenter:**

Evan Miller is President, CEO, and co-owner of Hertzler Systems Inc. Evan joined the firm in 1984 and held positions in sales, marketing, technical support and training. He became President in 1991 with a vision and constancy that has led Hertzler to become a leader in providing software and services that help customers improve their processes by eliminating scrap, waste and rework.

Hertzler Systems provides seamless, accurate data acquisition solutions that drive business transformation. They have been in this business for over 20 years, with a diverse customer base in service, transactional and manufacturing environments. Their software and services enable clients to connect, collect and analyze data; building a robust data infrastructure for making data-driven decisions. These capabilities help clients to reduce costs, cycle time and errors, and increase profitability. Hertzler's clients include Boeing Aerospace, BAE Systems, IDEX Corporation, Kraft Foods, McCormick & Company, Inc., Pactiv Corporation, and Titleist & Footjoy Worldwide, just to name a few.

Prior to joining Hertzler Systems, Mr. Miller taught Technology Education in Canada . He received his BA from the University of Waterloo (Ontario) and his MA from Ball State University (Indiana). Mr. Miller served on the Goshen Hospital Board of Directors for eight years, including two years as Board Chair.

## **11C - “Is It Time to 'Reboot' Your Lean Six Sigma Initiative?”**

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Just like those associated with your computer, there may be warning signs in your organization that you need to “reboot” your Lean Six Sigma initiative. This session will describe the organizational equivalents of:

- System crashes – fatal errors
- System hangs – no response
- Unexpected behaviors of the system
- System becoming progressively slower
- System resources unavailable
- Older versions not supported
- Reboots required following the installation of a new program
- Reboots required following the completion of preventive maintenance

This session will include examples from organizations who have successfully “rebooted” their Lean Six Sigma initiatives, with lessons learned and best practices identified.

### **Presenter:**

Ms. Kendall has spent more than 15 years as a quality executive leading large-scale change initiatives across diverse industries – aerospace, semiconductor automation equipment, computers and storage devices, and pharmaceuticals. She has extensive experience using the Baldrige Criteria, Six Sigma, Lean Manufacturing, Balanced Scorecards, Hoshin Kanri, and benchmarking to deliver results.

Ms. Kendall completed her third year on the Panel of Judges for the Malcolm Baldrige National Quality Program after serving as an Examiner and Senior Examiner for the Program for six years. She returned to serve as a Senior Alumni in 2006. She currently serves as Chair for the Board of the MassExcellence Program. She served as a Judge for the California Award for Performance Excellence in 2001 and 2002 and was reappointed for another 3-year term in 2005. She became a Judge for the Carey Program in 2007. She is a National Director for the Alliance for Performance Excellence.

Ms. Kendall is a Senior Member in the American Society for Quality (ASQ) and an ASQ Certified Quality Manager. She has served as an editor on the ASQ Quality Press Review Board since 2002. She is beginning her second two-year term as a National Director for the ASQ Board where she also chairs the Research Committee and the Public Policy Advisory Council.

Ms. Kendall holds a Bachelor of Science degree from Purdue University with a major in microbiology and an MBA from the University of Arizona Eller School of Business.

## **11D - Robust Design Experiments to Reduce Process Variation**

Louis A. Johnson, Sr. Technical Training Specialist

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Decades after Taguchi introduced experiments designed to understand and reduce process variation, these experiments are rarely seen in practice or literature today. Yet robust design is one of our most powerful tools in achieving our Quality goal of reducing variation. Is it possible that inner / outer arrays and signal-to-noise ratios have left the general practitioner behind? This presentation will build on our understanding of commonly used factorial designs studying the process mean to demonstrate a simple method to design and analyze experiments to reduce response variation. A sequence of successful experiments conducted on document handling equipment at Bowe Bell & Howell corporation was used to reduce their process variation. These experiments will be reviewed to illustrate key concepts in this methodology; incorporating noise variables in a single array, data transformation, noise by control interactions, dual optimization, design resolution and power.

### **Presenter:**

**Lou Johnson Bio:** Six Sigma Master Black Belt and trainer, Lou Johnson is currently a Senior Technical Training Specialist with Minitab, Inc. To keep his instruction results-oriented, Lou leverages his 24 years of experience in process engineering and Six Sigma with Corning, Inc and Minitab, Inc. As part of the Six Sigma Implementation Team for Corning's Video Products Division, Lou has coached many teams to reduce costs and improve manufacturing efficiencies. He has also consulted and trained with dozens of companies from Arrow to Xerox. He holds a bachelor's degree in chemical engineering from the University of Illinois and master's degree in statistics from Penn State University, as well as Black Belt certification from ASQ.

## **11E - Mapping to Reduce Waste**

Sean Anzuoni P.E. ,CSSBB  
President of Quantum Leap Engineering, Inc.  
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Value Stream Mapping (VSM) is viewed as a traditional Lean tool; however, this presentation will show an enhanced VSM technique to focus on process flow as well as improving overall quality-a true Lean-Six Sigma tool. This will be an interactive session highlighting the following:

- Introduction to traditional Value Stream Mapping and introduction to an enhanced Value Stream Mapping Process for Lean-Six Sigma
- Current State Value Stream Mapping
- How to Transform a Current State Value Stream Map to a Future State Map (Kanban, Supermarkets, FIFO, Cellular Manufacturing, Design of Experiments, Control Charts, Poka Yoke, Information/Data Flow, Kaizen)
- Future Value Stream Maps for Lean-Six Sigma Projects

### **Presenter:**

Sean is President of Quantum Leap Engineering Inc., which specializes in training and implementing Lean-Six Sigma and using the Kaizen Methodology to accelerate implementation. He has over 24 years of experience in operations and engineering, implementing many projects for companies involved in electro-mechanical assembly; printed circuit board fabrication; plastics and rubber processing; general machining; high speed screw machining; stamping; casting and cold heading. Sean has been performing continuous improvement program using Lean; Six Sigma and Flexible Automation Systems for the last fifteen years. He has accomplished over 185 Kaizens to improve companies bottom lines; reduce overall lead times; improve production yields and productivity. He is a Certified Six Sigma Black Belt with a Masters is in Mechanical Engineering from Worcester Polytechnic Institute and is a graduate of the Executive Program in Business Management from MIT's Sloan School. Currently Sean is a registered Professional Engineer (PE) with an adjunct professorship at a local University.