8:50 - 9:00 am  
Chair’s Welcome Address  

**David Johnson**  
VP, Production Engineering  
& New Model Quality  
Nissan Group of North America

9:00 - 9:30 am  
How People are Innovating and Bringing Production to Life and Producing Happiness for All  
- Toyota’s commitment to train, develop and empower team members to transform our future:  
  - Toyota Production System basics and real practical application  
  - Talent development at every role (TM/TL/GLs, Maintenance, Engineering, & Leadership)  
  - Leveraging talent – Innovations to streamline operations  
- Introduction to Toyota’s newest plant – TMMGT

**Brian Krinock**  
SVP, Vehicle Manufacturing  
& Production Engineering  
Toyota

9:35 - 10:05 am  
Delivering Transformation Across the Value Chain Through Digital Product Creation  
- How has the pandemic magnified change in the apparel industry  
- How has digital product creation helped teams to make and sell products in a more collaborative way  
- How do standards play a key role in the creation of digital products  
- How can using digital tools prepare us for an uncertain future  
- What are the ways digital prototyping can be used as a sustainability enabler

**Jami Dunbar**  
SVP, Product Supply  
Under Armour
**Women and Leadership in Manufacturing**
- Discussing the importance of female representation within the manufacturing industry
- What are some of the common challenges and how to navigate these?
- Sharing successful strategies to attract, develop, support, and retain top talent among female manufacturing executives
- Showcasing our progress so far, discussing next steps, and offering ideas that other women can take away from our experience

**How Digital Transformation Delivers Growth Opportunities for Industrial Companies**
- What are the key enablers to a digital transformation?
- What skills must operations leaders develop to lead a digital transformation?
- What tools will advance the digital transformation of manufacturing?
- Transferring digital transformation to the bottom-line…with real results

**Scaling Successful M4.0 Digital Solutions to Maximize Enterprise Benefit**
- Assist you in building a Manufacturing 4.0 program that is scalable for your organization
- Understand the obstacles experienced to scaling successful pilots
- Learn how to address capabilities and competencies in a decentralized, multi-industry corporation
- Share clever solutions that will help you successfully cultivate your pilot into enterprise-wide digital solutions
11:30 am - 12:15 pm  
MxD Virtual Factory Tour: Digital Manufacturing – Where Virtual Meets Real  
Executive Platforms and Siemens are organizing a virtual factory tour of the MxD on Goose Island. MxD (Manufacturing x Digital) – formerly DMDII (Digital Manufacturing Design Innovation Institute) is where innovative manufacturers go to forge their futures. In partnership the Department of Defense, MxD equips U.S. factories with the digital tools and expertise they need to begin building every part better than the last. As a result, our approximately 300 partners increase their productivity and win more business. The 22,000 square foot research factory is used to test and demonstrate new technology; train the workforce on these new systems and tools; and demonstrate the need for cybersecurity in manufacturing. Many partners, including Siemens, use the floor for experimentation and training on everything from augmented reality to advanced simulation techniques. Focus areas includes: Cybersecurity, Supply Chain, Digital Engineering, Workforce Development, and Defense Collaborations.  
https://www.mxdusa.org/  
The MxD factory tour will be live. The Siemens team will walk attendees through the MxD shopfloor with onsite streaming of key demonstrations with particular focus on how to enable a flexible digital thread on the shopfloor with a combination of existing assets and cutting edge technologies applied to the manufacturing processes.

MxD SHOFPFLOOR  
Siemens Digitalization Hub  
Hands-on Flexible Manufacturing demonstration

11:20 am - 12:35 pm  
Pre-Arranged One-to-One Meetings  
11:25 am – 11:45 am: Meeting Slot 1/Networking  
11:50 am – 12:10 pm: Meeting Slot 2/Networking  
12:15 pm – 12:35 pm: Meeting Slot 3/Networking

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MxD SHOFPFLOOR  
Siemens Digitalization Hub  
Hands-on Flexible Manufacturing demonstration

12:40 - 1:10 pm  
De-Risk Digital Disruption – Deploy #AI in Your Operations, on Your Data, As-It-Is, Where-It-Is, Right Now.  
- The rise of the #IIoT has created endless opportunity to deliver on the promise of I4.0. While it seems everyone is undergoing transformation, studies show that too few report the gains they expected  
- As the tools and technologies to expose and accumulate data become more pervasive and cost competitive, the real risk is that we will bury operators and teams in data while staving them for insights  
- What is the best and shortest path to the next best action, while exploiting the foundation already laid? Could you actually de-risk disruption, accelerate gains, and exploit the teams already in place. Definitely. Many are already doing it, and the approach is surprisingly simple

Paul Boris  
President & CRO  
Praemo
12:40 - 1:10 pm  
**Intelligent Industrial Automation: How Manufacturers can Leverage Pre-Built Machine Learning to Leverage Existing Data and Drive Fast Time to Value**

Data is becoming ubiquitous in manufacturing—from the low cost of IoT sensors to the mountains of data from legacy systems such as quality, ERP and MES. The problem many manufacturers face is how to leverage this data across disparate equipment and systems in order to have an accurate foundational data set to drive improvements. Learn how to build the right foundation of data for digital transformation and leverage it to drive fast ROI. Specifically, we will discuss:

- Gain an understanding how you can leverage your existing assets and systems to build a strong foundation of data to drive improvements
- Learn how machine learning can make your data more valuable by structuring data from your existing assets, correct bad data, and, inferring human inputs
- Discover how to get the shortest time to value to drive performance and quality optimization utilizing your existing assets and people with machine learning

**WORKSHOP**  
**BREAKOUT ROOM 2**

Willem Sundblad  
Co-founder & CEO  
Oden Technologies

12:40 - 1:10 pm  
**Does your Manufacturing Management System Work? Four Steps to an Accountable and Engaged Workforce**

Unprecedented change and challenges are facing organizations across all industries. “Red Cape-Heroic” leadership can be necessary in managing a crisis, but it cannot become the perpetuating force driving the organization. Now is the time to “LEAN INTO” the Non-Negotiable systems and processes required to move from a position of Defense to Offense both organizationally and from a leadership execution standpoint. Specifically:

- Build Performance Metrics that Drive Business Focus, Urgency and Accountability
- Create an Accountable and Engaged Culture that is Measurable and Demonstrative
- Learn the Four Non-Negotiable Processes for a Robust Manufacturing Management System
- Create a Communication Cadence that informs at all levels and tiers
- Discover a Digital Management System that moves your data from visualization to utilization

**WORKSHOP**  
**BREAKOUT ROOM 3**

Shane Yount  
President  
Competitive Solutions Inc.

1:10 - 2:10 pm  
**Lunch Break / Open Networking**

2:10 - 2:40 pm  
**A Connected Network of Predictably Reliable Facilities**

Coordinating engagement between corporate and plant-level leadership to improve OEE through preventative maintenance  
Structural changes to plant processes that reduce unplanned downtime and maintenance costs  
Collaborating to reduce firefighting by taking corrective action on the process

**BREAKOUT ROOM 1**  
**STRATEGIC MANUFACTURING**

Lance Kearbey  
Chief Operations Officer  
Electrolux Major Appliances
Transforming Manufacturing – How Defining a Model Factory and Creating a Hoshin-Based Culture Drive Sustained Change in Manufacturing

- Defining a model factory as the “North Star” and guiding principles of your Transformation
- Benefits of a Hoshin-based culture and continuous improvement
- Becoming a data driven organization and using digital factory capabilities
- Necessary, but not sufficient, components in a transformation – how people, process, and technology need to work together

Elizabeth Baker
Head of Integrated Supply Chain Strategy, Transformation and Process
Philips

Traceability and Transparency to the Consumer: Connecting Information from the Source to the Product Sold

How can you leverage data analytics across the supply chain to close the loop back to product and production design? How can you enhance your brand’s reputation and contribute directly to your bottom line? Join this session to learn more about secure technology with blockchain that provides full visibility and intelligence to every step of the supply chain – from raw materials to product delivery.

- Full transparency with data-based authenticity and product safety
- Consumer trusted traceability application to get feedback from consumers, loop this information back to Product Design
- Closed-Loop Manufacturing: Leverage data analytics and insights that drive continual improvement in production KPIs

Nina Verstandig
Digital Enterprise Industry Manager for Consumer Products and Retail
Siemens Digital Industries Software

Building Resilient Manufacturing and Supply Chains with Purpose

Purpose continues to be the driving force behind all innovation. In supply chain and manufacturing, purpose represents the emphasis on ‘intelligence’ and ‘return on investment (ROI)’ that can improve operational efficiency, bring true insight into potential risks and proactively mitigate disruptions.

Join IBM and Boston Dynamics to understand:

- Technologies like robotics have been receiving more attention in manufacturing and supply chain operations
- Robotics combined with IoT, analytics, AI and edge computing can augment human decision making and elevate operational excellence
- Mobile robots, combined with the power of AI can solve data challenges on plant floors, transform asset performance management and ultimately accelerate innovation for a resilient future

Sheri Hinish
Global Partner and Offering Leader – Sustainable Supply Chains
IBM

Skip Snyder
Senior Partner and Global Practice Leader, Connected Operations
IBM

Mike Pollitt
Chief Sales Officer
Boston Dynamics
2:45 - 3:15 pm
Enabling the Connected Digital Enterprise
The key to excellence in manufacturing is participation across all levels in problem-solving and continuous improvement. But to effectively engage frontline workers, you need to rely on more than just Gemba walks. Join us for this workshop to learn how one of the largest chocolate and cocoa producers in the world has built a worker-centric culture by leveraging traditional Lean tools and a modern digital connected worker application.

Poka and Barry Callebaut's Global CI Champion will explain how to:
- Increase visibility into production with a 'virtual Gemba walk'
- Standardize work and reduce variability
- Ensure skills versatility and knowledge sharing
- Turn every problem into an opportunity to improve

3:20 - 4:35 pm
Pre-Arranged One-to-One Meetings
3:25 pm – 3:45 pm: Meeting Slot 4/Networking
3:50 pm – 4:10 pm: Meeting Slot 5/Networking
4:15 pm – 4:35 pm: Meeting Slot 6/Networking

3:25 - 3:55 pm
Roundtable Discussions

WORKSHOP BREAKOUT ROOM 3

Pre-Arranged One-to-One Meetings
3:25 pm – 3:45 pm: Meeting Slot 4/Networking
3:50 pm – 4:10 pm: Meeting Slot 5/Networking
4:15 pm – 4:35 pm: Meeting Slot 6/Networking

Roundtable Discussions

Digital Transformation- Optimizing Complex Supply Chains
FORTIVE
Srinath Sriram
Director, Fortive Business System Fortive

Executing Improvement/Innovation Culture
LEGO
Peter Evans
Director of Service & Performance for Business Services

Get Smart. Go Paperless. Where to Start in Your Smart Factory Journey
Panasonic
Ed Nabrotzky
Director of Sales & Strategy
Panasonic – IIoT Solutions Division

Why You Need to Adapt a People-Centric, Connected Worker Mindset in Your Digital Transformation Initiatives
PARSABLE
Jaime Urquidi
Regional VP & CPG Industry Head

Bottlenecks, OEE, and Continuous Improvement: Uncovering the Potential in the Hidden Factory
PTC
James Zhang
VP Market Development, Connected Operations

Digital Enterprise – Where Virtual Meets Real
SIEMENS
Tom Tengan
Director Digital Enterprise
Siemens Digital Industries Software
5:15 - 5:45 pm
Green Manufacturing – How To Build Sustainability into Manufacturing’s DNA
- Identify and understand what sustainable competitive advantage in manufacturing is and why it is critical to enable business success
- Explaining the business case for green manufacturing in both product development and manufacturing processes
- Driving sustainable competitive advantage and how it relates to Industry 4.0
- Showcasing what we have achieved so far and discussing what the next steps will look like

Ana Lopez
VP, Supply Chain
Unilever

4:40 - 5:10 pm
The Future of Manufacturing: Building Prize-Winning Capability
- Understanding and building prize winning manufacturing capability
- What is the role of leadership required to deliver WCM
- Illustrating what prize winning results look like
- Key learning from a senior executive who's taken plants from around the globe to Prize Winning Performance
- What are the future challenges for Manufacturing

Daniel Myers
Senior Fellow at Haslam School of Business
University of Tennessee
Retired EVP of Integrated Supply Chain
Mondelēz International

5:45 - 5:50 pm
Chair’s Closing Remarks

David Johnson
VP, Production Engineering & New Model Quality
Nissan Group of North America
8:50 - 9:00 am
Chair’s Welcome Address

David Johnson
VP, Production Engineering & New Model Quality
Nissan Group of North America

9:00 - 9:30 am
Producing the World’s Most Advanced Aircraft
Darren Sekiguchi will discuss how Lockheed Martin manufactures the most advanced fighter jet of all time, the F-35 Lightning II. Darren will discuss how the F-35 provides both advanced and interoperable capabilities to enable the 21st-century warfighter and stay ahead of the evolving threats. In addition, Darren will speak to our demonstrated performance rate, our focus on quality and the digital transformation tools in place to improve production efficiencies and make the aircraft more affordable.

Darren Sekiguchi
VP of Production for the F-35 Lightning II Program
Lockheed Martin Corporation

9:35 - 10:05 am
Building the Capability to Predict New Consumer Behaviors
• Leveraging data to model new scenarios and predict demand changes
• Collaborating to improve utility of the technology an organization already has
• How to think about a development roadmap in the current climate
• Designing cross-functional projects that support a culture of partnership

Dave Warrick
General Manager, Global Supply Chain
Microsoft
10:10 - 10:40 am

**BREAKOUT ROOM 1**
**STRATEGIC MANUFACTURING**

**An Ecosystem-Based Approach to Transitioning to Advanced MFG**
- Nissan is on a journey to create an ecosystem for equipment and quality visibility
- Technology building blocks are implemented to create this ecosystem based on plant needs with positive ROI
- These building blocks are being driven from the shop floor to ensure the right technology is deployed at the right time making the transition to advanced manufacturing smoother
- Once complete the building blocks are tied together, higher-level data analysis possible providing greater insight to process than ever thought possible

*David Johnson*
VP, Production Engineering & New Model Quality
Nissan Group of North America

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10:10 - 10:40 am

**BREAKOUT ROOM 2**
**FLEXIBLE MANUFACTURING**

**Flexible and Fast Manufacturing**
Every successful manufacturer has chosen technology and optimized their operations to be either as fast and efficient, or as flexible and adaptive as possible. Recent and accelerating changes to consumer behavior, market dynamics, and sustainability targets render both extreme positions unworkable. Combining the power of a comprehensive Digital Twin and the efficiency of Digital Threads with new manufacturing technologies has already revolutionized part manufacturing, and in this presentation we explore the implications to the production of complex products if we able to think differently and apply available digital technologies to brownfield factories.

- Digital Twin
- Digital Threads
- Mass Customization
- Multi-Industry
- Industry 4.0
- Combining Speed and Agility

*Alastair Orchard*
VP Digital Enterprise
Siemens Digital Industries Software

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10:10 - 10:40 am

**BREAKOUT ROOM 3**
**DIGITAL INNOVATION**

**A Roadmap to Manufacturing of the Future as a Competitive Advantage in the New Business Environment**
- It's about working smarter, not harder — a framework for the factory of the future compelling vision and orchestration of digital disruption, technologies, organization and people capabilities
- Vision in the new business environment with Supply Chain End-to-end Synchronization
  - Design guidelines and capability implementation roadmap aimed at loss elimination
  - Manufacturing network as a digitally connected enterprise use cases: Waste Reduction, Spare Parts Extended Life Cycle, & CO2 Reduction

*Alessio Preti*
Head of Manufacturing
Digital Transformation
Philip Morris International
10:40 - 11:05 am
Pre-Arranged One-to-One Meetings
10:45 am – 11:05 am: Meeting Slot 7/Networking
11:10 am – 11:30 am: Meeting Slot 8/Networking
11:35 am – 11:55 am: Meeting Slot 9/Networking

10:45 - 11:15 pm
Roundtable Discussions

Future of Products and the New Lifecycle: The Case for the Digital Thread in Manufacturing

Alastair Orchard
VP Digital Enterprise
Siemens Digital Industries Software

Key Takeaways from Our Experience Integrating IT and OT Security

Justin Woody
Director of Innovation
Claroty

Digitizing Workforce Qualification & Enabling Organizational Agility

Mandy Bjorkland
Manager of Customer Success
Covalent Networks Inc.

Flexible Manufacturing

SIEMENS

Accelerate Your Digital Transformation by Delivering a Differentiated Customer Experience

- Learn how the winners in manufacturing are using the Zuora Subscription Experience Cloud to help them design their new strategy in 90 days
- Learn how you can launch your recurring business model in a matter of weeks and welcome your first subscriber 28 days later
- Walk away with your digital roadmap in the journey to usership and leave with manufacturing industry benchmarks so you are set up for success

IBM

Sara Carlson
Partner & Zuora Practice Lead
IBM GBS

Natalie Louie
Sr. Director of Product Marketing Strategy
Zuora

David Warren
Principal Director, Subscribed Strategy Group
Zuora
12:00 - 12:30 pm


The events of the past year drove an urgent need to make a lot of processes work anywhere and everywhere – and that meant moving them off of paper and going digital. This “fireside chat” with Jocelyn Brulé of Pratt and Whitney Canada will cover:

- Why off-the-shelf options weren’t enough
- What kinds of processes, however necessary, were particularly challenging
- Which options were evaluated and which one was selected – and why
- How Pratt & Whitney Canada is managing the rapid transformation of a lot of processes

This will present a rare combination of high-level strategy and down-to-earth practical advice, answering both the interviewer’s questions and yours.

**Jocelyn Brulé**
Manager, eCollaboration & Records Management
Pratt & Whitney Canada

**Mike Fitzmaurice**
VP – North America
WEBCON

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**Lunch Break / Open Networking**

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1:30 - 2:00 pm

**Modernizing the Company Edison Built: GE Appliances Champions Innovation and Digitization**

- Regionalizing a global manufacturing footprint to meet demands for local sourcing and production
- New business model and revitalized House of Brands allows us to grow closer to customers
- Digital supply chain enables business transformation in more complex and disruptive world

**Bill Good**
VP, Supply Chain Network
GE Appliances

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**Panel: The Process of Continually Improving Diverse Representation**

- Only 1 in 4 Manufacturing leaders are women: opportunities to address this imbalance for a more diverse workforce at all levels
- Recruitment and Retention: Making Manufacturing an attractive proposition to top female talent and retention and development strategies
- Mentorships and Leading the Way: How female leaders can positively impact overall representation within organizations

**Karen Norheim**
President and COO
American Crane and Equipment Corporation

**Jami Dunbar**
SVP, Product Supply
Under Armour

**Erin Sharp**
Retired Group VP, Manufacturing
The Kroger Co

**Allison Grealis**
President
Women in Manufacturing

**ACECO**
American Crane & Equipment Corporation

**Kroger**

**UNDER ARMOUR**
2:50 - 3:00 pm

Chair's Closing Address

David Johnson
VP, Production Engineering
& New Model Quality
Nissan Group of North America