



OXOX



# European Lean IT Summit

22 & 23 November, 2012

➤ **Auditorium Paris Centre Marceau**  
12, Avenue Marceau  
75008 Paris - France



Lean Enterprise  
Australia



Lean Institute  
Brasil



Lean Enterprise  
China



Confederation of  
Danish Industries



Lean Enterprise  
Institute Hungary



Lean Management  
Institute of India



Lean Enterprise  
Center



Lean Enterprise  
Institute Mexico



Lean Management  
Instituut



Lean Enterprise  
Institute Polska



Lean Institute  
Africa



Instituto Lean  
Management



Lean Institute  
Turkey



Lean Enterprise  
Academy



Lean Enterprise  
Institute



Israel Lean  
Enterprise

# Guest of honor

**Dan Jones**

Founder and Chairman of  
the Lean Enterprise Academy



Founder & Chairman of the Lean Enterprise Academy in the UK, Pr Jones and Jim Womack have co-written the best books about Lean. Pr Jones is also a member of the Shingo Academy. His work has inspired leaders and experts throughout the world for 15 years.

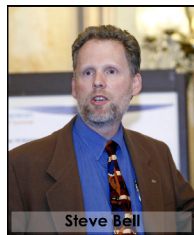
## Confirmed speakers



**Michael Bailé**  
**Institut Lean France**



**Nelson Batista**  
**GE Healthcare**



**Steve Bell**  
**Lean IT Strategies**



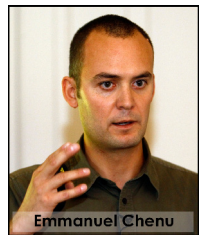
**Charles T. Betz**  
**Enterprise Management**



**Philippe Blayo**  
**France Billet**



**David Bogaerts**  
**ING Bank**



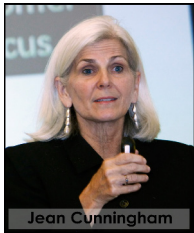
**Emmanuel Chenu**  
**Thales**



**Martin Chmela**  
**Tieto**



**Antoine Contal**  
**Agile France**



**Jean Cunningham**  
**JC Consulting**



**Christiane Fischer**  
**SAP Global IT Infrastructure Services**



**Vivek Goel**  
**Tata Consultancy Services**



**Cesar Gon**  
**Ci & T**



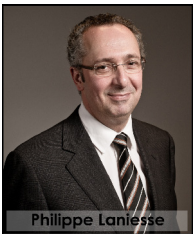
**Marie-Pia Ignace**  
**Institut Lean France**



**Pierre Jannez**  
**Operae Partners**



**Matej Kastner**  
**Tieto**



**Philippe Laniésse**  
**BNP Paribas**



**Mark Lear**  
**Con-Way**



**Pierre Masai**  
**Toyota Motor Europe**



**Richard Mathis**  
**MEI**



**Régis Médina**  
**Operae Partners**



**Mike Orzen**  
**Mike Orzen & Associates**



**Klaus Petersen**  
**Solar Group**



**Oscar Perez Prieto**  
**GE Healthcare**



**Anju Saxena**  
**Tata Consultancy Services**



**Alan Shalloway**  
**NetObjectives**



**Jael Schuyer**  
**ING Bank**



**Takashi Tanaka**  
**Enovia, Dassault Systems**

Find out more about Keynotes, Workshops, Sessions and the program at :

<http://www.lean-it-summit.com>

# Program

All presentations and workshops are in English

## 22 November, 2012

9:00



**Marie-Pia Ignace - President  
Institut Lean France**  
*Introduction*

9:05



**Dan Jones - Founder & Chairman  
Lean Enterprise Academy**  
*How can IT support  
a lean transformation*

10:00



**Philippe Lanieste - CTO  
BNP Paribas**  
*Implementing a lean approach in IT  
operations and infrastructure*

11:00 Coffee break

11:30



**César Gon - CEO Ci&T**  
*Strategy deployment, applying  
hoshin kanri in a high growth  
IT service organization*

12:30 Lunch

2:00 *Choose your  
workshop*

**A**

**Thales:** Flash Meetings for software  
champions

**B**

**Tieto:** Lean transformation of large  
distributed product development

**C**  
2 hours

**Operae Partners:** Software Kaizen  
1<sup>st</sup> part

**C**  
2 hours

**Operae Partners:** Software Kaizen  
2<sup>nd</sup> part

**D**

**GE Healthcare:** Change Manage-  
ment methodology as a bridge  
between lean and IT governance

**E**

**Enterprise Management Ass.:** Lean  
lessons in enterprise architecture  
and IT service management

4:00 Coffee Break

4:15 *Workshops*

**F**

**Con-Way case study:**  
Applying value streams  
in a DevOps environment

**G**

**JCConsulting:** Launch lean  
in a global IT organization

**H**

**SAP:** Technical workflows -  
A showcase for lean flow?

5:15



**Mike Orzen - President  
Mike Orzen & Associates**  
*Lean IT: Transforming to a lean  
culture. Lessons learned*

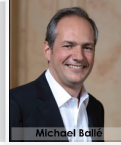
6:00 Cocktail

## 23 November, 2012

9:00

Introduction by Marie-Pia Ignace, President,  
Institut Lean France

9:05



**Michael Ballé - Gemba Coach  
Shingo Prize, Institut Lean France**  
*Seeking value*

10:00



**Pierre Masai - VP & CIO  
Toyota Motor Europe**  
*The Toyota Way in Information  
Technology: Lean IT and IT for  
the Lean Company*

11:00 Coffee break

11:30



**Takashi Tanaka - Senior Business Consultant,  
Enovia, Dassault Systemes**  
*Digital Oobeya for global  
product development*

12:30 Lunch

2:00 *Choose your  
workshop*

**I**

**France Billet/Agile France:** Agile  
and A3

**J**

**NetObjectives:** Managing  
product development flow  
across an IT organization

**K**

**ING Bank:** Combining the best  
of two worlds: building  
a Lean Agile enterprise

**L**

**Solar Group:** Implementing SAP  
with a Lean Thinking approach

**M**

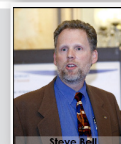
**MEI:** Doubling the output  
of the team and still freeing up  
resources for the future

**N**

**Tata Consultancy Services:** Fat to  
fit: Recipe for a lean IT service

4:00 Coffee Break

4:15



**Steve Bell - Lean IT Coach  
Lean IT Technologies**  
*How lean IT can be a catalyst  
for breakthrough innovation*

5:00 End

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# Program - 22 November, 2012

## **Dan Jones, Founder and Chairman, Lean Enterprise Academy**

How can IT support a lean transformation? The business case for lean, managing end-to-end with IT, visual management, learning by doing and IT, investment in IT and innovation.

## **Philippe Lanieste, CTO, BNP Paribas**

*Implementing a lean approach in IT operations and infrastructure*

Description of the session to come

## **César Gon, CEO, Ci&T**

*Strategy deployment: applying hoshin kanri in a high growth IT service organization*

Results and lessons learned from a two-year journey agreeing on the company's "True North", refining the strategy through PDCA cycles, getting consensus through "catchball", and the deployment of lean leadership and A3 thinking.

## **Emmanuel Chenu, Agile / Lean Software Development Coach, Thales**

*Flash Meetings for software champions*

Come see how standardized daily flash meetings enable us, at Thales Avionics, to visualize software development, reduce work-in-progress, dramatically raise product quality and build high-performance teams who strive for continuous improvement. Following a Plan-Do-Check-Act case study, this session will provide the insights and tools to perform such meetings.

## **Martin Chmelar & Matej Kastner, Tieto Lean@TIPS: Lean transformation of large distributed product development**

Tieto Integrated Paper Solution (TIPS) is a leading manufacturing execution system for paper mills used by many customers in the industry. In this story we will share lessons learnt from more than one year of Lean transformation, e.g how we broke the organizational silos, created capacity for change, enabled managers to become coaches, engaged the teams and managed to change behavior of 250 people in three different countries.

## **Pierre Jannez, Lean Coach & Régis Medina, Partner & Lean IT Coach, Operae Partners Software Kaizen**

This 2 hour workshop will show how kaizen and the rigorous problem solving approach used by lean practitioners can be used to drive the continuous improvement of a software product. Value, waste, performance management, PDCA, «genchi genbutsu», lead time reduction... you'll discover how to use all these principles to build applications that delight your users!

## **Oscar Perez Prieto & Nelson Batista, Process Excellence, GE Healthcare Change management methodology as a bridge between Lean and IT governance**

CAPT<sup>™</sup> is a multi-stage methodology allowing leaders in all fields including IT to overcome the challenges that change generates in an organization. Shifting an entrenched paradigm; CAPT<sup>™</sup> brings to the same level of importance the quality of the technical solution and the acceptance of this solution.

## **Charles T. Betz, Research Director, IT Portfolio Management, Enterprise Management Associates Inc.**

*Lean Lessons in Enterprise Architecture and IT Service Management*

IT organizations often struggle to be systems of value for their enterprises. Charlie will discuss the evolution of his Lean perspective across years via cases from some of the world's largest IT organizations, and how enterprise architecture, ITIL, and similar approaches are necessary but not sufficient for truly Lean IT.

## **Mark Lear & Mike Orzen, Con-Way case study Applying Value Streams in a DevOps Environment**

Con-Way is a US \$5B global transportation and logistics company with 28,500 employees in 19 countries. In this case study, Mike will highlight this organization's four-year Lean IT journey. He'll provide a summary of the business cross-functional value stream improvements where IT is a central participant on Kaizen teams. The discussion will explore the major drivers of improvement and provide strategic insight into the background of Con-way's Lean initiatives including use of value streams for IT delivery processes – including their structured approach, change management methods, value stream owner model and lessons learned.

## **Jean Cunningham, Founder and CEO, JC Consulting Launch Lean in a Global IT Organization**

This is the story of a lean transformation that occurred within the IT organization in a large, global company. Learn how this department launched their lean efforts, piqued internal interest, created capability and transformed their approach to IT operations with lean thinking. They utilized all the lean tools and not only conducted cross-functional improvement activities with dramatic results, but also created a culture of everyday improvement that continues to advance lean waste reduction to this day. This IT organization became the symbol of change, improvement and leadership for the entire company.

## **Christiane Fischer, SAP Technical Workflows – A showcase for lean flow?**

Are you familiar with the debate about tools fixing all problems? The introduction of Business Workflow for E2E Service Request & Delivery Process for physical & virtual servers, storage and network as well as systems in the IT Infrastructure departments helped us to make the work flow. But, is an automated lean principle sufficient? How did it work? This session will reveal the difficulties we encountered, how it felt and what we learnt.

## **Mike Orzen, President, Mike Orzen & Associates Lean I.T. - Transforming to a Lean Culture, Lessons Learned**

This session explores the effective use of information and information systems to enable learning and the Lean behavior by exploring how IT systems and staff can be engaged to support and even lead Lean Transformation. More and more businesses are expecting IT to lead innovation, yet often IT lacks the tools and communication skills to work effectively with the business. Value stream mapping for information flow will also be discussed.

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# Program - 23 November, 2012

**Michael Ballé, Gemba Coach - Shingo Prize, Institut Lean France**

*Seeking value: learning how to learn what customers really want, and how to get it to them*

**Pierre Masai, VP & CIO Toyota Motor Europe**

*The Toyota Way in Information Technology: Lean IT and IT for the Lean Company*

Pierre Masai will explain how the Toyota Production System is applied to the IS function of Toyota Motor Europe, showing with a number of concrete examples how the principles of Just In Time and Jidoka are applied in an IS context, then more generally, how they are progressing on their journey to move from 'lean IS' to 'IS enabled lean enterprise'.

**Takashi Tanaka, Senior Business Consultant, Enovia, Dassault Systemes**

*Digital Oobeya for global product development*

Mr. Takashi Tanaka is an expert of the "oobeya" method used to visually manage complex, transversal projects. He will present his latest innovation: the "digital oobeya", or how to combine technology and this state-of-the-art project management method in a distributed team context. Mr. Tanaka will start with presenting the concepts of the Oobeya method as he applied it with Toyota, Boeing and other various industries such as mobile phone, fashion, design studio, chemical and medicine. He will then move on to describing and giving a demo of the digital Oobeya application he helped develop within Dassault Systems' collaborative tool.

**Philippe Blayo, developer, France Billet & Antoine Contal, Agile France**

*Agile and A3*

Find out how Agile practitioners decided to better satisfy their customers using Problem Solving A3 reports, supported by a peer community. What are the side benefits of PDCA in an Agile team? You will not be spared any of the gritty details of the developer's life.

**Alan Shalloway, Founder & CEO, NetObjectives**

*Managing Product Development Flow Across an IT Organization*

This talk provides 2 essential meta-patterns of Lean: focus on value and eliminating delays. These can be used to guide the creation of an effective and efficient workflow. It presents four case studies, each building on the concepts of the other, to provide actionable advice for your own implementations.

**Jael Schuyer & David Bogaerts, Senior Lean Agile Coaches, ING Bank**

*Combining the Best of Two Worlds: Building a Lean Agile Enterprise*

ING's Lean IT journey started in 2009. Now this incredible transition covers more than 300 employees in IT operations and 50 Agile Teams in development. Join the seminar to find out what they've learned along the way.

**Klaus Petersen, Group process manager, Solar group**

*Implementing SAP with a Lean thinking approach*

The Solar group has been on the lean journey for 5 years where great results have been accomplished. Now the company is taking on the challenge of bringing Lean thinking and Lean elements into the SAP implementation.

Solar will share what we have accomplished and what we have learned with this approach.

**Richard Mathis, Bill Set Development Manager, MEI**

*Doubling the output of the team and still freeing up resources for the future*

Richard's presentation covers the significant challenges and successes at increasing productivity when faced with substantial growth expectations. This case study illustrates the Lean transformation of the department. Lean has not only removed waste throughout the whole workflow, but really has changed the behaviour and people motivation.

**Anju Saxena & Vivek Goel, Tata Consultancy Services**

*Fat to Fit: Recipe for a Lean IT Service*

This is a success story of a service provider which partnered with its client, a global bank, to measurably improve customer satisfaction, quality of service and transparency in operations. 6 months after running a focused Lean project, a value chain of improved, transparent service delivery and 27% productivity savings were recorded.

**Steve Bell, Lean IT Coach, Lean IT Technologies**

*How Lean IT can be a catalyst for breakthrough innovation*

How can we free up resources to invest in growth? How can we streamline business models? Collaborate more closely with customers? Tap into the collective wisdom of the global marketplace and create real value? In this closing keynote, Steve Bell shares examples of IT-enabled innovation and illuminates the role Lean principles play in helping enterprises utilize IT capabilities to run better, grow, innovate, and ultimately, transform.

Find out more about Keynotes, Workshops, Sessions and the program at :

<http://www.lean-it-summit.com>

# Organisers



The Lean Global Network promotes lean thinking and provides leadership to help organizations with their lean transformations. The Members of the Lean Global Network include a growing number of non-profit organizations that are devoted to the promotion of lean thinking throughout the world. The members are completely independent, but interact on a regular basis.  
<http://www.leanglobal.org/>



The Institut Lean France is the organizer of the Lean IT Summit. Its main role is to promote the principles and practices of Lean in companies and other organizations in France. Website:  
<http://www.institut-lean-france.fr>



Operae Partners helps service companies become more competitive. It teaches managers how to dramatically improve the operational efficiency of their teams, achieving durable improvements in customer satisfaction, revenue, and costs. Operae Partners closely collaborates with the French Lean Institute, and also sponsors several communities including the Agile Alliance.  
<http://www.operaepartners.com>

## Registration online



Register online before the 21<sup>st</sup> November 2012 on  
[www.lean-it-summit.com](http://www.lean-it-summit.com)



Registration fee includes: access to all plenary sessions & workshops, the participant kit, refreshments, 2 lunches.

We also have group rates:

Groups of 3: -20%

Groups of 4 to 8 people: -25%

Groups of 9 and over: -30%

## Registration form by mail



Last Name ..... First Name .....  
Title ..... Company Name .....  
EIN ..... SIC ..... Address .....  
Zip Code ..... City ..... Phone .....  
Fax ..... Email .....

**My program « à la carte » (check only one box per line) :**

### 22 November, 2012

 <b>A</b> Thales case study <input type="checkbox"/>	<b>B</b> Tieto case study <input type="checkbox"/>	<b>C</b> Software Kaizen workshop <input type="checkbox"/>
 <b>D</b> GE Healthcare case study <input type="checkbox"/>	<b>E</b> Enterprise Mngt Associates case study <input type="checkbox"/>	<b>C</b> Software Kaizen workshop <input type="checkbox"/>
 <b>F</b> Con-Way case study <input type="checkbox"/>	<b>G</b> JC Consulting case study <input type="checkbox"/>	<b>H</b> SAP case study <input type="checkbox"/>

### 23 November, 2012

 <b>I</b> France Billet case study <input type="checkbox"/>	<b>J</b> NetObjectives case study <input type="checkbox"/>	<b>K</b> ING Bank case study <input type="checkbox"/>
 <b>L</b> Solar Group case study <input type="checkbox"/>	<b>M</b> MEI case study <input type="checkbox"/>	<b>N</b> Tata case study <input type="checkbox"/>

Send your registration form by mail before 21, November 2012 (1 coupon per participant) to Institut Lean France - 34, rue de Bagneaux - 45140 St Jean de la Ruelle - France.

Make check payable to Institut Lean France. For payment by bank transfer, please contact us by email : [contact@lean-it-summit.com](mailto:contact@lean-it-summit.com).

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# Venue

The Lean IT Summit will be held in a prestigious establishment in the heart of Paris: Auditorium Paris Centre Marceau. Visitors will enjoy the many socializing and entertainment opportunities the area of Champs Elysées has to offer, all within walking distance: the famous fashion area of Avenue Montaigne, the Seine River Bank and the Quai Branly museum and the Arc de Triomphe. The Auditorium Paris Centre Marceau is very accessible via taxi or rental car from the Roissy Charles de Gaulle (CDG) airport. There is adequate parking for drive-in day guests.

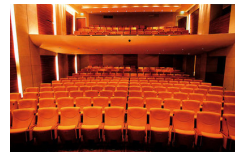


## Auditorium Paris Centre Marceau

12, avenue Marceau

75008 PARIS

Tél : + 33 (1) 44 43 80 50



## How to get there

### From « Roissy Charles de Gaulle Airport »



The easiest way to get to Auditorium Paris Centre Marceau from Charles de Gaulle airport: Take **Cars Air France** to **Place de l'Etoile**, then take **bus n°92** to Alma-Marceau or walk straight to the Auditorium. The Auditorium is 1 km away from place de l'Etoile.  
One way ticket: 17 euros - Frequency: departure from the airport every 20 to 30 minutes.  
from : Aeroport Charles de Gaulle  
to : Chatelet les Halles

There are other options from Roissy Charles de Gaulle airport:

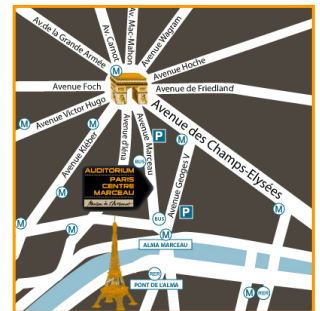


You may take **Roissy Bus** (public transportation service) which will take you to the Opera house in downtown Paris. From there, take **Metro line 9** to Alma-Marceau station.



You may also take **RER B** to Saint-Michel station, change for **RER C** to Pont-de-l'Alma station. From there, go over the Seine River to avenue Marceau.

Taxi fare: 60 to 80 euros.



Station: Alma-Marceau



Station: Pont de l'Alma



42 63 72 80 92

### From « Gare du Nord » railway station



If you arrive by Eurostar or Thalys trains at Gare du Nord railway station, take **Metro Line 4** to Porte d'Orleans. Change at Strasbourg-Saint-Denis station and change for **Metro line 9**, towards Pont de Sèvres. Get off at **Alma-Marceau** station, then walk 2 minutes to the Auditorium.

## Need more information?



Check out the conference website or contact us:

### Institut Lean France

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Phone: +33 6 23 01 78 57

e-mail : [contact@lean-it-summit.com](mailto:contact@lean-it-summit.com)

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