



THE BIGGEST EVENT  
IN SLOVAKIA AND CZECHIA DEDICATED TO  
**CONTINUOUS IMPROVEMENT**

# LEAN SUMMIT CZECHOSLOVAKIA

Be**Excellent**

**29th - 30th SEPTEMBER 2021**

**BRATISLAVA**

**ORGANIZED BY**



# WHO WILL YOU MEET

We expect 250 attendees, CEOs, directors, senior managers, Continuous Improvement leaders and experts from production and services, who want to continue getting better results and who are open to new ideas and changes.



**LEAN SUMMIT  
CZECHOSLOVAKIA**  
BeExcellent

# WHY YOU SHOULD ATTEND?

- ✓ Interesting composition of participants, representatives of top management in manufacturing and non-production field.
- ✓ Presentation of real case studies, practical applications of process improvement tools in variety conditions.
- ✓ A unique, less formal atmosphere that positively enables to B2B discussions and experiences sharing.
- ✓ The first Czechoslovak event of it's kind, interestingly arranged program, a combination of various activities.

**14**

**Speakers**

**8**

**Interactive Workshops**

**12**

**Real Case Studies**

**2**

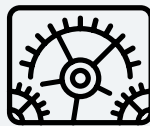
**Networking Parties**

## What topics can you expect?



### People Excellence

- How to keep employees motivated?
- How to make people more involved?
- How to enhance team spirit between people?
- How to create and maintain a healthy company culture?
- How to get people more interested in improving your company?
- How to get leadership into all levels of management?
- How to work with different generations?



### Process Excellence

- How to create an improvement system from scratch?
- What tools to use to maintain long lasting improvement system?
- What methods and tools improve efficiency and productivity?
- Real examples of methods and tools used in other companies and quantification of their benefits.



### Data Excellence

- Examples from companies that implemented projects focused on digitalisation.
- How did the digitalisation help and what are the lessons earned?
- How do companies prepare their people for the age of digitalisation?
- Case studies from implementing:
  - advanced control systems
  - robots into administration
  - robots into production
  - autonomous internal logistics



# ABOUT ORGANIZERS

## Lean Institute Slovakia

Lean Institute Slovakia n.o. is an exclusive platform built for the purpose of associating and cooperating Lean experts and creating a lean community within Slovakia and abroad. By spreading awareness and integrating innovative ideas into practice, Lean philosophy contributes to increasing the productivity and efficiency of entities in the manufacturing and non-manufacturing sectors.

LEI SK is the official partner of the Lean Global Network, a consortium of organizations that have been dedicated to the development of Lean thinking and its implementation in practice around the world. LGN consists of 31 national institutes and partners across 6 continents. Through collaboration with research institutions, universities and leading companies in all business sectors, LGN members gather the best of Lean.

In 2018 LEI SK established Lean Summit Slovakia, the international conference with almost 200 attendees from top management of production and non-production sectors, specialists in the field, to the individuals and groups who are involved in forming the history of Lean philosophy in Slovakia and abroad, who had the opportunity to share their successes, failures and real experiences in one place.



## SC&C Partner

SC&C Partner spol. s r. o. offers a complete service that increases efficiency, quality and return on effort and investment. They are experts in Lean Six Sigma and Lean design strategy. Consult with lead projects and train Czech and multinational companies to grow, develop, innovate and reduce costs. They empathize with their customer's problems and propose the most appropriate solutions. SC&C Partner build on long-standing relationships with clients and have visible results.

In 2019 they organized the BeExcellent conference, which was attended by more than 125 participants and was the largest conference for Continuous Improvement in the Czech Republic. BeExcellent is the achievement of outstanding results and the ability to sustain these results over the long term. The BeExcellent conference aims to share knowledge and Inspiration from the leading brands and innovative companies.





# CONFERENCE PROGRAM

## Day 0 | 28/9/2021

**18:00** Meeting in front of the Radisson Blu Carlton Hotel

**19:00** Informal Before Party

## Day 1 | 29/9/2021 | Hotel

**8:00** Registration and Morning Coffee

**9:00** Opening Remarks: Veronika Gregorková, Founder/Lean Institute Slovakia  
Vilém Patloka, Managing Director/ SC&C Partner

**9:20** Survey LEAN and Continuous Improvement 2021

### MAIN STREAM

#### 1st block - Speakers

**9:30** Roberto Ronzani, Senior Advisor / CEO  
Istituto Lean Management Italy

**9:55** Béla Kelemen, Business Excellence Vicepresident  
MOL Group / Slovnaft

**10:20** What is and what is not a Lean?

**10:35** Case Studies Degustation

### SIDE STREAM

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**11:00** Coffee Break

#### Process Excellence Speakers

**11:15** Miriam Kasanická, Head of Process Management /  
Tatra banka

**11:25** Martin Kunc, Customer Experience / Telecom UAE

**11:50** Michal Spitzkopf, Continuous Improvement Manager /  
Yanfeng

**12:15** Tamas Kanics, Managing Director / Solutions Ahead

#### Data Excellence Case Studies

**11:15** Michal Ukropec, CEO / twinzo

**11:30** Miroslav Patočka, Information Systems Analytic / Pharis

**11:45** Martin Pollák / Chief business development officer /  
IPM Solutions

**12:00** Ivana Jozífková, Business Excellence Manager /  
Pierburg

**12:15** Q & A

**12:45** Lunch

#### People Excellence Speakers

**13:30** Ján Česlák, Corporate Industrial Performance  
Manager / Fromageries Bell

**13:40** Andrea Szaniszlóová, Plant manager / Hanes global  
supply chain Slovakia

**14:05** Peter Matta, Director Continuous Improvement  
Europe / Magna Mirrors

**14:30** Marek Demčák, Coach for organizational  
transformation / Vaillant Group

#### Process Excellence Case Studies

**13:30** Martin Jančo, CEO / M2M Solutions

**13:45** Thomas Garbe, Managing Director / Medi-Globe

**14:00** Martin Majer, Continuous Improvement Manager /  
Mondi Štetí

**14:15** David Němec, Business Excellence Specialist / Pierburg

**14:30** Q & A

**15:00** Coffee Break

#### Data Excellence Speakers

**15:15** Michal Brčák, Head of Strategy & Product Management  
for Enterprise Customers / Slovak Telekom

**15:25** Radovan Papp, Operational Excellence Expert /  
Osram

**15:50** Tomáš Průžek, Lean Manager / ALS Czech republic

**16:15** Filip Plevač, Digitization and Robotization Expert,  
CEO / SAMBA MBA 4.0

#### People Excellence Case Studies

**15:15** Ivan Řehák, Continuous Improvement Manager  
for Europe / Auria Solutions

**15:30** Jakub Votava, Lean and CIP Engineer / Gebauer &  
Griller Kabeltechnik

**15:45** Lukáš Šugár, Manager Expert Quality and Continuous  
Improvement / Henkel Slovensko

**16:00** Jozef Maudry, Global Lean & Quality Director /  
Prominent GmbH

**16:15** Q & A

**16:45** Panel Discussion

**18:00** Evening Banquet

# CONFERENCE PROGRAM

**Day 2 | 30/9/2021 | Radisson Blu Carlton Hotel**

**8:00**

**Morning Cofee in Foyer**

## **Carlton Hall**

**8:30**

**Lean Institute IT**  
**Roberto Ronzani**  
**Hoshin Kanri**

## **Melody**

**SC&C Partner**  
**Eliška Zámorská**  
**Measurement error, or**  
**defective part? Improving**  
**process capability with**  
**data**

## **Symphony**

**Lean Institute SK**  
**Roman Bače**  
**Toyota Kata**

## **Rapsody**

**NEOOPS**  
**Zdeněk Kabátek**  
**How best to easily adopt**  
**Robotics Process**  
**Automation into your**  
**organization and more**  
**importantly increase**  
**productivity!**

**10:00**

**Coffee break in Foyer**

**10:15**

**Acreea**  
**Aneta Živná Kavaliérová**  
**How can data improve**  
**your business – try it on**  
**you own**

**FasterFish**  
**Lída Kiselová**  
**Synergic culture as a**  
**pathway to excellent**  
**performance not just in**  
**Lean**

**SC&C Partner**  
**Josef Bradík**  
**How to choose the best**  
**improvement methods**  
**to achieve your goals**

**iGrow Network**  
**Michal Gajdoš**  
**Lean Innovation tools**

**11:45**

**Coffee break in Foyer**

**12:00**

**Virtual Gemba Slovnaft**

**13:00**

**Roundtables for discussion and networking**

**14:00**

**Light Lunch**

## OUR EVENTS IN 2019

Enjoy the atmosphere of last year's Lean Summit Slovakia and BeExcellent Conference



**BeExcellent**  
Lean Six Sigma Today



**LEAN SUMMIT**  
**CZECHOSLOVAKIA**  
BeExcellent

# VIRTUAL GEMBA TOUR



SLOVNAFT, a.s., based in Bratislava, is a refinery with a processing capacity of 5.5 - 6 million tonnes of crude oil, annually. The company's core business is production, warehousing, wholesale and retail sales and distribution. Slovnaft fields the largest retail network in Slovakia offering top quality motor fuels and lubricants as well as other customer services such as shops, gastro service, car wash and others.



The portfolio also includes a network of well known Fresh Corner stores, which are already operating successfully at several hundred service stations and in which the tools for improvement are actively applied.

**Find out more  
about the company**





# SLOVNAFT



## **Lean Logistics**

Various technical and process improvement projects we will present in the area of logistics.



## **Production Performance**

We will visit and present a selected production unit, where we can see how Slovnaft is leading their regular shift meetings and manage the process of efficiency improvement.



## **Products availability and quality at the Petrol Station**

We will visit one of Slovnaft's petrol stations for a presentation on how the team manage and improve services and quality. An interesting topic if you are in direct connection with your customers.



## **Maintenance Shopfloor Management**

We will move to the Maintenance shop (a daughter service company) responsible for Installations and Repairs of machinery, tools and equipment. You will get a chance to hear about their daily work set up and innovations coming from different continuous improvement projects.



**Slovnaft**  
MEMBER OF MOL GROUP



## SPEAKERS

# Roberto Ronzani

Senior Advisor and CEO - Istituto Lean Management Italy

Roberto is an Electronic Engineer that worked for many years in Automotive and Telecommunication sectors, knowing and implementing Lean since 2004. From 2009 he became Lean trainer/coach and in 2013 founded Istituto Lean Management, the Italian member of Lean Global Network, of which he's President and CEO. He's been working in training/coaching projects in several business sectors throughout all the processes of the organizations.

### LEAN SPECIFICS IN ITALY AND WORLDWIDE

Roberto will talk about how Lean has been spread in Italy, presenting some failures and some successful implementation cases, focusing the key factors. What are the nowadays trends and how is the approach of Istituto Lean Management making things better and advancing Lean thinking and practice. He will introduce us what is the main focus of worldwide union Lean Global Network created by "father's of Lean" John Shook, Jim Womack and Dan Jones.

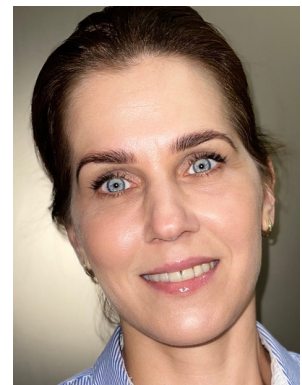


# Miriam Kasanická

Head of Process Management Department - Tatra banka

Miriam studied Economics and Business Management at the Faculty of Business Management at the University of Economics in Bratislava, where she defended the Ing. and PhD title. After graduating, she worked as a consultant and process improvement methods trainer at all levels of the management and as a leader and a coach of Lean Six Sigma projects.

She has started her career in Tatra banka, a.s. six years ago. She was responsible for an implementation of improvements projects and End to End management of retail credit products. Currently, she is responsible for projects realization, implementation of process management and a system of continuous improvement through the Lean Six Sigma tools to the bank. She is a certified Black Belt Six Sigma, who has completed dozens of successful projects whether in the leader or in the coach position.



## SPEAKERS

# Béla Kelemen

Business Excellence Vicepresident - MOL Group / Slovnaft

Béla spent more than 30 years in the Petroleum Industry mostly in Downstream, starting as a trader and reaching top level positions as Vice President of Refining or Supply Chain Management. He was graduated as Chemical Engineer and made his PhD in physical chemistry, and he wanted to devote his life to scientific research, he had to give up this dream and look for another one. As the Downstream industry was in bad shape in 2012 he was getting familiar with Lean operation and was one of the pioneer to bring it into Slovnaft and MOL Group, changing the unbreakable traditional thinking of investment heavy, mass production driven 160 years industry or at least in one of the flagship companies of Central-Eastern Europe.



**“A BUMPY ROAD” – LEAN JOURNEY IN A TRADITIONAL, 125 YEARS OLD COMPANY**

Toyota is almost an 85 years old car manufacturer building the LEAN culture since 1950. Slovnaft is more than 120 years old company producing fuels for the cars developed on a completely different way following the petroleum industry “standards”. It is represented by mass production, the scale of economics, high investment need for improvements and a command and control type of hierarchical operation. Why shall it be changed after hundred years of successful operation? How a “Lean transformation” was started and what were and still are the main obstacles what turned a smooth transition into a terribly difficult journey?

# Michal Brčák

Head of Strategy & Product Management for Enterprise Customers  
- Slovak Telekom

Michal Brčák has more than 10 years of experience in the Business-to-Business (B2B) segment with a track record in Customer Segment Strategy and Product Management & Marketing in telecommunications and IT services.

He is currently leading multiple teams focused on segment management, marketing and product management for business customers at Slovak Telekom, leading national provider of telecommunications services & growing provider of managed IT services.





## SPEAKERS

# Marek Demčák

Coach for organizational transformation - Vaillant Group

Marek's main job is to design systems that develop behaviors supporting the culture of continuous improvement. He coaches managers and coordinates the development of LEAN philosophy at industrial plants of the Vaillant Group in Slovakia and England. Marek, as a certified coach and consultant, is specialized in transforming organizations through individuals. He firmly believes that the wealth of an organization is hidden in the potential of its employees.



VAILLANT GROUP

### YOU SHOULD BE COACHING, THEY SAY

What is the role of a LEAN focused coach? What do they expect from you by being a coach while being a manager at the same time? The word coaching is used more and more often in the world of LEAN. I even came across the opinion that without coaching, it is not possible to implement LEAN within an organization. Do you share the same opinion? Discover what is coaching and what is not, what is LEAN focused coaching and how it looks like in practice.

# Tomáš Průžek

LEAN manager - ALS Czech Republic

He has been working in the field of continuous process improvement since 1998. Tomáš has extensive experience in the automotive industry, deepening his knowledge and experience in the aerospace industry in the production of aircraft parts and components, as well as maintenance of commercial aircraft in Prague at the airport.



### CAN LEAN KEEP UP WITH THE DIGITAL AGE AND EVOLVE INTO LEAN 4.0?

At ALS, we implement and maintain individual tools and principles of LEAN management to improve our operations. With the advent of new technologies, we perceive LEAN as a basic building block for merging digital and physical systems. By using both concepts, we can move operational excellence to a new level. We will show you our view in connecting these two worlds into one harmonious whole.



## SPEAKERS

# Peter Matta

Director Continuous Improvement Europe - Magna Mirrors

Peter has been working at Magna, one of the world's largest automotive suppliers, since 2006, devoting his professional life to implementation of Lean philosophy throughout the Magna Mirrors group. As a Director Continuous Improvement Europe is responsible for managing, coaching and training intercultural teams in lean and continuous improvement related topics in all 9 European Magna Mirrors plants. He believes that a road to excellence is driven by a company mindset transformation which is achievable by a right implementation of lean philosophy and its principles.



### LEAN MINDSET TRANSFORMATION

He will share his experience with mindset transformation in companies from the state “We are just finishing a lean project.” to “We believe we are on the road to reach our vision.”. In his speech Peter points out that due to local specifics there is no universal solution how to become a world class manufacturer and highlights that every company needs to find its own road. He will show you some exciting examples of building the lean culture and the real power of Lean philosophy and its principles.

# Ján Česlák

Corporate Industrial Performance Manager - Fromageries Bel

Experienced Lean and Change management leader. ENTJ according to the Myers-Briggs personality types. ENTJ stands for Extraverted, iNtuitive, Thinking, Judging – and that’s Jan basically. Jan is a person who is energized by time spent with others, focused on ideas and concepts rather than details and trying to decide based on logic and reason. Jan is the one who prefers to be planned and organized @work, rather than spontaneous and flexible.

Ján likes the motto: the leader can be somewhere, but system can be everywhere. He is currently in Corporate Industrial Performance role where driving the implementation of the BEL MANUFACTURING MODEL (BMM), Performance standards, coordinating all activities linked to performance improvements process integrated into the BMM, for all the factories under the BEL Operations structure (30 sites). Jan got his skills being a production manager, lean coordinator and logistics PULL flow leader in different fields of industry.



## SPEAKERS

# Tamas Kanics

Managing director, trainer, coach - Solutions Ahead

Tomy is a professional helper with expertise in improving organizational processes, business management and HR. His professional background started off with testing Advertising, Project Management and HR, followed by an 11 years tenure in Honeywell, where he discovered the wonderful world of Lean, Six Sigma and Process Improvement. After his corporate experience he decided that it's useful to help people in organizations by putting his learning to good use to whomever needs it, founding Solutions Ahead in Brno, Czech Republic. Currently his working with the biggest retail company in Romania, Profi, leading process improvement initiatives.



### PROCESS IMPROVEMENT IN THE RETAIL INDUSTRY

In his presentation Tomy is going to exemplify the challenges of creating a lean culture in the service sector. Is that even possible? We don't know that yet, it's still under development. However, some barriers already revealed themselves and some solutions were already found. The main question we'll discuss is how to affect systematic change in a fast paced, ever-changing industry. Sounds familiar? It is very possible that you might find yourself in similar situations so feel free to be inspired and adapt some solutions in your business.

# Andrea Szaniszlóová

Plant Manager - Hanes global supply chain Slovakia

Andrea studied law at Univesrity of P. J. Safarik in Kosice. After her studies she established and developed 2 production companies in textile industry with german backround. After 10 years she got the opportunity to take to role of international marketing and sale manager in German Headquarter.

In addition to this role she continued to hold an active position of managing director of slovak production site. 7 years in this double role in 2 countries brought her to decision looking for new ways.

3 months on New Zealand and 1 month on Bali supported her decision to begin the way of continuos improvement and take role with higher sense of her work. In 2018, 2 weeks after landing in Europe this role founded her and she started a way of implemeting unique art of Lean management as plant manager of Hanes Global supply chain a.s.



### LEAN METHODS WITHOUT METODS BUT WITH EXCELLENT RESULTS



## SPEAKERS

# Filip Plevač

Digitalization and Robotics Expert, CEO - SAMBA MBA 4.0

Filip Plevač is a graduate of Brno University of Technology, study programme Production Machines, Systems and Robots. He has held the management positions of several industrial and commercial companies. Most recently, he worked for 7 years as a successful CEO of Moravia Cans, which has won numerous awards in science and research, economics and human resources. The result of his work was an increase in profit in the order of hundreds of percent, sales in the order of tens of percent.



### DATA DRIVE COMPANY

Due to the advancing digitization of processes in companies, there is a need to have new competencies. This is one of the main challenges today. People in companies should already have at least a basic understanding of what process digitalization is, basic information about robotics and automation, what 3D printing, virtual reality, and more can offer. That is why, since 2017, Filip has been involved in education and consulting in the field of digitalization, robotics and automation. He prepares digital strategies, audits of robotic and automation opportunities for companies.

# Martin Kunc

Customer Experience - Telecom UAE

Martin led Customer Experience transformation projects for the biggest service provider in the Gulf, the Emirates Telecommunication Corporation (Etisalat). At the end of this transformation Etisalat won several prizes in CX and of design thinking and agile project management in improving CX and operational efficiency.

### IMPROVING CUSTOMER JOURNEYS – PRACTICAL, HANDS-ON GUIDE

Martin will talk about step-by-step logic of mapping, designing and implementing breakthrough customer journeys. He will compare 2 approaches: Processes vs. Products driven and show key benefits and traps. Martin will cover the role of design thinking and agile project management in improving CX and operational efficiency.



## SPEAKERS

# Radovan Papp

Operational Excellence expert - OSRAM

Radovan has been working at OSRAM, one of the world's largest Lamps manufacturer since 2001, going through several technical positions and since 2011 working on implementation of Lean and 6 Sigma philosophy throughout the OSRAM corporation. As a Operation Excellence expert is responsible for implementation of all LEAN, 6 Sigma and Continuous improvement activities within the Nove Zamky plant as well as international LEAN trainings and KAIZEN workshops within OSRAM group. Radovan will talk about the way to digitalization of basic OE tool – 5S audits within Nove Zamky plant.



**OSRAM**

### 5S AUDIT PROCESS DIGITAL TRANSFORMATION

The standard paper audit process is associated with a number of wastes and problems - from the need to print audit forms, their physical distribution, incomplete completion of audits, complicated detection of nonconformities, lengthy processing and reporting of audit results, ensuring the use of only valid audit forms and last but not least this paper process is not ecological at all. Thanks to the digital transformation of the 5S audit process, we have eliminated these shortcomings and by using the iForms platform, we can carry out the digital transformation of other processes independently. Radovan will talk about how they implemented this platform in Nové Zámky plant.

## SPEAKERS

# Michal Spitzkopf

CI Manager - Yanfeng Slovakia Automotive Interiors System

Michal has 14 years experience in using Six Sigma Tools, DoE (Design of experiment), Lean and KT Kepner – Tregoe (Problem solving) in Automotive industry. In 2004 he started working in Belgium company Punch Plastic, which focused on Injection molding, on Quality department in 3D Laboratory and testing plastic components. In 2006 Punch Plastx was bought by Johnson Controls Automotive interiors and Michal meet with the Six Sigma method for the first time. In 2008 He became a certified Black Belt and Lean Implementer and began to introduce the Six Sigma and Lean method in the plant. In 2010 received new challenge for building new CI department, where lead until now. Michal's secret of successfully completing the project using the Six Sigma method is: „Find a simple and creative measuring system, verify it and you have a 50 percent chance of successfully completing a project.“



### DOE IN PRACTICE AND CHALLENGES ASSOCIATED WITH THE APPLICATION OF THIS METHOD

Michal will present two studies of Six Sigma projects focusing on the method of Measurement and the DoE (Design of experiment). The first study is focused on plastic injection and how to measure visual defect and then use DoE to remove visual defects. The second study is focused on the process of Covering (Bonding leatherette to plastic or foam) and the problem of delamination. By using the right measurement method and the DoE method, we can improve the process, again.



# CASE STUDIES

## Pierburg

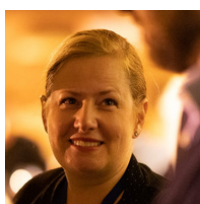
Pierburg was built in 2004 literally as a low-cost green field. Over the next few years managed to build a manufacturing plant with a very good reputation and high level of knowledge, which can be included among the leaders of the Usti Region. The main products include actuators, exhaust gas recirculation systems, secondary air pumps and exhaust flaps.

The correct path has been confirmed by the evaluation of EFQM (European Foundation for Quality Management), which in 2016 was 416 points (4 stars) and in 2019 already 538 points (5 stars) for which the company was awarded 4th place in the National Quality Award of the Czech Republic.



### Process Excellence

## Inhouse development of software tools



**Ivana Jozífková**

Business Excellence  
Manager in PIERBURG

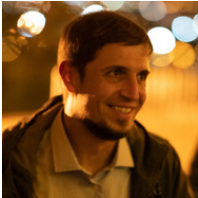
Ivana leads Business Excellence team in Pierburg, responsible for continuous improvement. After experience in logistics and managing the launch of new products, she decided connect her next steps with excellence. She is a fan of the EFQM Excellence model, in which Pierburg has a rating of 5 \* - Recognized for Excellence.

Inhouse development of software tools at production plants is not entirely common. Therefore, we would like to show why we went this way and why we think it makes sense. This is how we for example started with maintenance digitalization, where we basically exchanged papers for tablets or automation of the scrapping process in SAP. We manage all this with one IT coordinator in the plant. And it works.

# CASE STUDIES

## Process Excellence

### Best practices of problem solving in Pierburg s.r.o.



**David Němec**

Business Excellence  
Specialist in PIERBURG

David works as a Business Excellence Specialist in Pierburg. His main responsibility is primarily in the field of Lean Six Sigma and Problem Solving. His current focus is on the implementation and adoption of Kepner - Tregoe and Shainin Red X methodologies, which offer a very effective and universal approach for structured problem solving.

Having good and strong problem-solving skills can mean a significant advance in effective production management for your company. Many companies try to stick to technological know-how at all costs, because they see it as the only way. In reality, however, there are several methods for a very longtime, such as Shainin and Kepner Tregoe, which are widely applicable and effective in helping you solve a problem in any industry without deep knowledge of the technology.

## People Excellence

### Lean Transition & Shopfloor Management



**Jozef Maudry**

Global Lean & Quality  
Director in Prominent

Global Lean & Quality Director at Prominent GmbH in Germany. Has a broad experience with industry leaders including Sony, Danaher, Eaton/Cooper as well as with consulting world (Staufen, A.G). He has been working extensively across Europe with significant exposure to Asia and the USA. Apart from leading multicultural teams to deliver significant projects from Ideation to Commercialization. Jozef specializes in the practical execution of Lean in manufacturing processes and across the enterprise, including the acceleration of design processes.

Lean Transformations & Process changes both demand more than an understanding of our daily performance, Relevant KPIs, problems & standard deviations. However, an indispensable & rather overlooked part is Leadership and ceaseless support of employees in their daily work. By recognizing all these factors on the way to continuously learning & improving organization, Shop Floor Management with its emphasis on both Process Excellence & Leadership Excellence can successfully support all your efforts. In my part, I would like to talk about lessons learned & significant ups and downs we've been going through in our Global Organization.

# CASE STUDIES

## Data Excellence

### Working with data in manufacturing



**twinzo**

**Michal Ukropec**

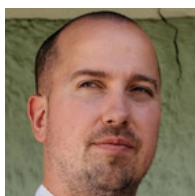
CEO at InfoTech / Industry  
4.0 and digital twin  
evangelist

Michal is a seasoned leader and innovator. He has been building an innovating software house for the past 20 years based on industrial democracy principles. In the last 6 years he was the main driving force behind the 3D digital twin platform, that helps companies make sense of their real time data. You might know Michal from many events he spoke on or as Industry 4.0 influencer on LinkedIn.

Michal will talk about data utilization and visualization. Companies already have big data and are not able to use them for better decision making, process optimization or safety improvements. He will showcase how companies can combine existing data from production, with new technologies including AI cameras vision or real time location systems, to get better and faster understanding of what is happening in their factory.

## People Excellence

### Production Optimalization of Product Family for Daimler



**Jakub Votava**

Lean and CIP Engineer  
Gebauer & Griller

Graduated on University of Technology in Brno (faculty of Mechanical Engineering). Jakub was working in ABB s.r.o. (High Voltage Division) as Production Engineer Manager and in Körber Medipak Systems Machinery s.r.o. as Operation Manager. He is currently working for Gebauer & Griller as LEAN and Continuous Improvement Engineer. His main responsibility is to optimize all production processes to improve production outputs.

Analysis and transformation of process from batch production to line production, technical setting and pull system implementation for Daimler production portfolio. In project were used many LEAN tools (VSM, line balancing, KANBAN etc.) to reach tact, flow and pull principles.



# CASE STUDIES

## People Excellence

### Implementation of design thinking methodology



**Lukáš Šugár**

Manager Expert Quality and Continuous Improvement

Experienced in Continuous Improvement (Lean Six Sigma Black Belt), Quality Management and Regulatory Affairs in Service Shared Center environment currently working as Manager Expert Quality & Continuous Improvement where responsibilities are: steering of organizational and internal knowledge exchange initiatives, run global or cross-process projects and align these projects with SSC strategy: Leader or Member of various local and global working groups focused on employee engagement (Experts group) and Quality Management System, management of projects including issue resolution and implementation of appropriate corrective actions, coordination of project team and stakeholders including steering of communication, development of Digital Lean Six Sigma, Agile automation, new training program and manage already established programs, local Leader for CI Rewards & Recognition Program.

Henkel Shared Service Center (SSC) organization has a tradition in various continuous improvement methods usage. Mostly used is Lean Six Sigma, which is very effective for projects where the cause is unclear, but it can be ineffective when the solution is clear or is going to be replicated elsewhere. Use such a powerful and systematic tool for small straightforward projects is like hit the nail by a sledgehammer. Therefore processes were calling for the methodology which will provide solutions faster and satisfy the stakeholders. So it was decided for implementation of design thinking methodology – not as a substitute for Lean Six Sigma but as a valid partner. Design thinking is a buzzword already a few years and more and more companies tried to implement it into company culture (SAP, P&G, IBM, Cisco,...). The design thinking methodology elevates the importance of user experience in the development of products and services. To shorten the solution delivery, it borrows from other methodologies its iterative approach of delivering the solution and working system of obstacle prevention via effective problem solving done by the aligned team - design thinking works because it is a collaborative co-creative process grounded in engagement, dialogue, and learning.

# CASE STUDIES

## Process Excellence

### Lean Innovation tools



**Michal Gajdoš**

Specialist at iGrow  
Network s.r.o.

Michal graduated from the Department of Industrial Engineering with a focus on ergonomics. He started his work as a trainee on the production line, where he subsequently profiled himself through a process technician, an engineer up to a managerial position as a leader of process engineers team in Technogym East Europe. Subsequently, he developed his work experience mainly in the field of optimization of production processes and Lean methods - Gnotec Čadca and Kinex Bearings Bytča. He is currently working on process innovations with a focus on process digitalization.

Just as modern tools affect our personal lives, so does our work lives. We can get to information faster, make easier decisions, evaluate the situation. Their implementation into working life has been significantly shortened and the subsequent benefits have multiplied. At the workshop, we want to show the use of some of them in activities that managers have to perform very often, especially with the help of LEAN tools. Participants will experience some of them - for example innovative smart scanning gloves with the potential to speed up the process by up to 4 seconds per each scan or platform for digital transformation of data (production-non-production) with interactive dashboard.

# CASE STUDIES

## Process Excellence

### How to choose the best improvement methods to achieve your goals



**Josef Bradík**

Master Black Belt,  
Senior Consultant

Master Black Belt, Senior Consultant at SC&C Partner. Josef is a Master Black Belt with 17 years of experience in both transaction and manufacturing processes. His main skills include lecturing, coaching and facilitation. He has deep knowledge of process management, process improvement and new process design (BPMS, Lean Six Sigma, DFSS, DMAIC). During the last ten years he has trained dozens of groups of Green Belts and Black Belts, independently leading or coaching a number of improvement projects.

Problem solving is an integral part of our daily lives. There is a number of approaches and methods that we apply in practice. But do we always proceed efficiently and effectively? Do we correctly identify the best methodology that will lead us to the goal? In the workshop, we will show a practical example of the differences between the various approaches to solving problems, when they are appropriate and how to choose the right one.

## People Excellence

### Synergic culture as a pathway to excellent performance not just in Lean



**Lída Kiselová**

Co-founder

I am a coach and a facilitator of synergic workshops that are connecting hard techniques with company DNA (culture, rules, attitudes). Synergogy is the modern learning method developing the companies very quickly and efficiently in the areas such as lean, teamwork, leadership, process management, RPA, BI... I am co-founder of FasterFish, where we focus on ensuring that the company benefits from the synergy of efficient processes, a healthy corporate culture and the right decision making.

Why is it not enough to explain to people what and how to do to succeed? Why is it not enough to have a great strategy, set goals, measure KPIs, equip yourself with modern technology and follow globally proven methodologies? In the workshop, we will show what has a direct impact on achieving results and what most companies are not yet consciously working with. You will learn what leads to synergy between people and what blocks it.



# CASE STUDIES

## Process Excellence

### Implementation of Continuous improvement process using the example of Medi-Globe s.r.o.



#### **Thomas Garbe**

Managing Director  
of Medi-Globe s.r.o.

Mr. Thomas Garbe has been Managing Director of Medi-Globe s.r.o. based in Hranice na Morave since 2016. After studying mechanical engineering at ČVUT Prague, he worked for the company Linde AG as project manager, head of work preparation and production manager for almost 10 years. In the following years he was plant manager and managing director for various medium-sized German automotive suppliers in the Czech Republic. During this time he gained extensive knowledge in lean management, in-house logistics and the control of material and information flows. From 2008, Mr. Garbe has worked as an independent management consultant, especially in the optimization and continuous improvement of processes.

As part of the centralization of production within the Medi-Globe Group, the first measures to improve the production processes were taken in 2016; the first step here was in particular reducing costs. A Continuous Improvement Project was started that comprised around 50 measures. The team at Medi-Globe s.r.o. created the complex system of continuous improvement process at all levels with the involvement of all employees. External training in Lean Six Sigma (Black and Green Belt) as well as internal training Yellow Belt) were implemented. In this article we would like to share with you our practical experience and to provide useful impulses to learn from our mistakes as well as successes.

# CASE STUDIES

## Data Excellence

### Measurement error, or defective part? Improving process capability with data



Since 2016, Eliška has been involved in Lean Six Sigma projects and trained teams of Green Belts and Black Belts. She focuses mainly on topics related to Data Analysis and Statistics both in manufacturing and transactional processes and therefore is leading a wide range of Statistical Trainings and Workshops. Eliška has also participated in many projects related to Measurement System Analysis (MSA), process optimization and scrap reduction.

Companies collect a huge amount of data every day, but they do not have time to process it. The priority is to create reports for customers, which, however, are no longer used for the benefit of the company. Frequent analysis that companies report include, for example, scrap, process capability (Cp, Cpk) or Measurement System Analysis (MSA).

In the workshop, we will test how these analysis can help improve our processes. We will show what the measurement error can affect and how it is related to the scrap of the process, and what are the basic statistical methods that can help improve the process. We will evaluate everything in SW Minitab, which can make our work with those tools easier.

## Data Excellence

### How can data improve your business – try it on your own!



Aneta is responsible for developing creative analytics ideas within different types of customers who have a huge amount of data but don't know how to use them to improve their business. Aneta works in ACREA for more than 12 years and has a lot of experience with successful usage of data and can also speak about those which were unsuccessful and why. Aneta's main goal is to open eyes and mind to her customers so they can imagine the competitive advantage they can have with their own data.

Imagine that you work in a manufacturing company and you are bothered by the high percentage of scrap that is generated in production. You know that the answer is hidden in the data. But there are so many that you can't find it easily. Come and try the game with data, find answers in the data thanks to correctly asked questions. Participants will live with us the story of one manufacturing company and will decide for themselves on the further development of the story through voting. Finally, we will show what mistakes we made in our decisions.

# CASE STUDIES

## People Excellence

### Toyota KATA innovative approach in process improvement



**Roman Bače**

External Lean Advisor,  
Lean Institute Slovakia,  
n.o. / Co-Owner &  
Consultant 4industry  
consulting / Interim  
Manager

Roman cooperates with the Lean and Toyota KATA community in the world. He participated in securing the first Czech edition of the book Toyota KATA. Under the professional supervision of Tilo Schwarz, he successfully completed certified Toyota KATA Coaching training, which included KATA DOJO modules. He has attended a series of conferences and webinars on LEAN, KATA In Crisis, KATA for Life, etc. Together with specialists in industrial engineering, he actively participates in optimization projects. He uses the experience gained during practical exercises in training.

„We need leadership that plants orange trees, not management that extracts the last drops of juice from picked oranges." Tilo Schwarz. Inspired by world leaders such as Mike Rother, Tilo Schwarz in the field of LEAN, improvements, skills development, scientific thinking. I changed my way of achieving work and personal goals. I am honoured to share with you my practical experience with KATA Coaching and improvement. During the workshop, I would like to explain difference between Coaching and KATA Coaching.

## Process Excellence

### How to continuously motivate employees to bring new ideas



**Martin Majer**

Continuous  
Improvement Manager

Martin had been working for 5 years in Tesla Rožnov, then 21 years in the company CS Cabot Valašské Meziříčí as Finance Director and Company Executive, then 4 years as Finance and Process Director in 2 private Czech machinery groups Bonatrans Bohumín and Safichem Praha, and from year 2016 has been working as Continuous Improvement Manager in Mondi Štětí. In this position is focusing on implementation of CI tools as Andon, Kaizen, 5S and others. Along with that is focusing on projects leading to working processes improvements, operational costs savings or production efficiency increase.

How to motivate company employees to come up with new proposals to improve their workplace and work processes, the point of stressing that they take full responsibility for their workplace.



# CASE STUDIES

## Data Excellence

### Improving manufacturing with augmented reality



**Martin Pollák**

Chief business  
development officer  
(CBDO) - IPM Solutions  
s.r.o.

Martin has been working for IPM Solutions s.r.o. for more than 25 years. IPM Solutions, is PTC's long-standing partner in promoting CAD / CAM / PLM / IoT solutions in Slovakia and strives to deliver Best-in-Class solutions. Strategy Industry 4.0 and IoT are driving companies and individual people forward to find innovative solutions for digitization, monitoring, predictive analysis, and for smart manufacturing, products, cities, etc. As a member of a large group of people who are interested in Industry 4.0 and Internet of Things, Martin is trying to help customers such as Transmission Engineering s.r.o., Spinea s.r.o., Continental, MIBA, XRAY and others, to understand their business, processes, initiatives and improve them through new technologies for digitizing R&D, production and service.

With our speech at the conference, we would like to bring best practices when deciding on the deployment of Augmented Reality and its implementation in the processes of a manufacturing company. Augmented reality aims to support human activities and increase their effectiveness. It is an interplay of technical (AR software VUFORIA, ...), process (operator support in production, training, quality control, ...) and human elements (selection and ergonomics of the use of technical means, experience scenario, place of use - interior, exterior, ...), which should comply with. We will show you how to avoid beginner's mistakes and how to achieve an increase in added value in your company using Augmented Reality.

# CASE STUDIES

## Data Excellence

### JIS - Just In Sequence



**Miroslav Patočka**

Analyst in the Department  
of Control and Information  
Systems - UNIS, a.s.

Miroslav holds Master's Degree in Applied Informatics from Masaryk University and Master's Degree in Production Management from Brno University of Technology. He served as a Vice Chairman of MES Centrum (ISA Czechoslovak Section). He has experiences in various fields of IT since the beginning of university studies (2001) and is engaged in Manufacturing Execution Systems (MES) since 2011.

JIS - Just In Sequence is a modern approach and one of the most advanced methods of production management (mainly in automotive). The responsibility for the right sequencing of car components is more and more often placed on the suppliers in TIER 1 and TIER 2. Our customer - a renowned automotive supplier - strove to find the right technical solution for JIS, robust enough to pass the strict audits of market's leading car manufacturers. Our tailored solution completed this challenging task and expanded the digitization of the customer's factory with yet another manufacturing process, that has been also fully integrated with MES PHARIS system, which is providing complex manufacturing control in the whole enterprise.

## People Excellence

### Fresh Eyes Approach



**Ivan Řehák**  
Continuous Improvement  
Manager for Europe for  
Auria Solutions

Ivan is responsible for process improvements as Continuous Improvement (CI) manager for Europe last 2 years. He works daily with employees from England, Spain, Belgium, Germany, Czech Republic and Slovakia. He has been working on several CI positions over 13 years, where he has been responsible for process improvements in 15 countries either in automotive (Arvinmeritor) or packaging/ food industry (Amcor).

Fresh Eye is a kaizen event that we organized in each race at least once a year. The goal is to find improvement ideas to increase efficiency and reduce costs. This event lasts 1.5 day for small races up to 4 days for the biggest ones. It is attended by employees from the parent plant, as well as from other factories and corporations. We organized the largest one in 2019 in the Czech Republic, where in addition to the local team of 22 people, we had another 8 people from abroad. I covered the whole event and also led 1 of 6 teams.

# CASE STUDIES

## Process Excellence

### How to teach gatekeeper all world languages?



**Martin Jančo**

CEO M2M Solutions, s.r.o.,  
Vice President of the  
Automotive Industry  
Association of the Slovak  
Republic

His present focus is in development of new products and innovations in the field of mobility and production (Industry 4.0.). The former work experience was the Head of Radio Network Development in the Siemens company, Managing Director of the REC Global in Slovakia, where lately was the Chairman of the Business Strategy Board. He founded and manage Slovak technology company M2M Solutions.

Martin Jančo earned Ing. title in the Faculty of Management and Informatics of the University of Zilina, and he is still involved in many activities to support student education and cooperation between university and industry. He acts as Vice President of the Automotive Industry Association of the Slovak Republic and Council Government Member of the Slovak Republic for Science, Technology and Innovation.

Does it even happen in your plant, that there is chaos in international traffic due to language barrier and the organization of transportation arrivals is uneven? Learning a few world languages and breaking out of the paperwork can be really challenging, but not impossible. Smart unattended system for transport logistics can do it right now. Gatehouse of the 21. century is digital.

## Summit Moderator

Alexander Stefuca is an experienced moderator and speaker, who will be the voice of the Summit.





# CASE STUDIES

## How best to easily adopt Robotics Process Automation into your organization and more importantly increase productivity!



NEOOPS

**Zdeněk Kabátek**

Head of Professional  
Services at NEOOPS s.r.o.

Zdenek Kabatek is Head of Professional Services Team at NEOOPS. He has more than 20 years of experience in various areas including Business Process Outsourcing, Enterprise Document Output Management Systems, Consulting Services, Project Management and RPA on three continents. Zdenek led growing consulting team in NEOOPS to become one of the most experienced teams in Europe to deliver over 100 RPA projects and automate more than 400 processes. "When I saw Blue Prism RPA platform for the first time, it immediately got my attention as I saw the potential and the value it can bring to the clients. I decided to join NEOOPS and together with Jan and Michal build the best consulting team to help clients automate their processes and build their internal RPA capability".

In our session you will learn exactly what Robotics Process Automation (RPA) is, its evolution into Intelligent Automation and the latest trends. You will hear client success stories and have an opportunity to see real showcases! We will share with you a demo of an actual RPA tool. In the remainder of the session, we will discuss together how to select processes suitable for automation and kick off RPA projects.

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# PRICE

## 1 attendee

**380 EUR**

**10 250 CZK**

## 3+ attendees

**325 EUR**

**8 800 CZK**

*The prices are per person without VAT.*

## What is included?



### Live discussion

Real life debates and opportunities to ask every question



### Know-how

Interactive workshops and case studies



### Virtual Gemba

Moves from an abstraction to a real challenge online



### Refreshment

Food and drinks during the whole conference



### Mobile app

Conference program, networking, Q&A and news in your smartphone



### Welcome party

Ice breaking before the conference official program



### Main Party

The main party will be at the Radisson Blu Carlton Hotel



### Video

Video recordings of speeches and presentations

# CONTACT

## Important points

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- ✓ For more information follow us on:  
**#LeanSummitCZSK**  
**<https://beexcellent.cz/lean-summit-czechoslovakia/>**
- ✓ **Realisation date: 29th - 30th September 2021**  
Venue: Bratislava, Slovakia
- ✓ **Primary conference language is Czech and Slovak**  
Plenary sessions will be translated to Czech/Slovak/English in the real time

## Contact

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