Sound Garden Hotel, Żwirki i Wigury 18

April 14, 2015, conference, Warsaw
April 15, 2015, workshop, Warsaw
April 16, 2015, site visits to QRM projects

The biggest annual meeting concerning Quick Response Manufacturing strategy in Poland.

- European experience exchange platform
- Factory tours, workshop sessions, discussion panels, lectures by prominent specialists
- Essential QRM knowledge guaranteed
14 April 2015
II QRM Central Europe Conference - QRM week.
Conference focusing on Quick Response Manufacturing in low-volume and custom manufacturing

CASE STUDIES:

<table>
<thead>
<tr>
<th>Country</th>
<th>Company</th>
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</thead>
<tbody>
<tr>
<td>USA</td>
<td>OJ Electronics</td>
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<tr>
<td>Denmark</td>
<td>Nybo Workwear</td>
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<tr>
<td>Norway</td>
<td>National Oilwell Varco</td>
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<tr>
<td>Poland</td>
<td>Nederman Manufacturing Polska</td>
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<td>Poland</td>
<td>Mago SA</td>
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<tr>
<td>Poland</td>
<td>Alrec In-Store</td>
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</tbody>
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15 April 2015
Workshop Sessions
Participants can chose from one of three simultaneous workshops

<table>
<thead>
<tr>
<th>Workshop A</th>
<th>Workshop B</th>
<th>Workshop C</th>
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</thead>
<tbody>
<tr>
<td>Quick Response Manufacturing - It’s About Time</td>
<td>Practical guide to QRM - a compendium of knowledge and good practices</td>
<td>Simulating QRM Strategic Game</td>
</tr>
<tr>
<td>Description: Introducing the QRM method and workshop on MCT tool</td>
<td>Description: QRM - strategy, benefits, system dynamics, tools, preparation for implementation</td>
<td>Description: Using a strategic game to introduce QRM fundaments</td>
</tr>
<tr>
<td>Lecturer: prof. Rajan Suri, Creator of QRM method</td>
<td>Lecturer: Ireneusz Biliński, Partner 4 Results</td>
<td>Lecturer: Karol Bąk, Consultant 4 Results</td>
</tr>
</tbody>
</table>

16 April 2015
Factory tours - visiting QRM implementing companies
Participants can chose from one of two simultaneous site visits

<table>
<thead>
<tr>
<th>Company</th>
<th>Location</th>
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<tbody>
<tr>
<td>Alrec In-Store Sp. z o.o.</td>
<td>Lodz</td>
</tr>
<tr>
<td>Nederman Polska Sp. z o.o</td>
<td>Warsaw</td>
</tr>
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</table>
Join us in Warsaw, Poland, for the 2nd QRM Central Europe Conference, the largest Quick Response Manufacturing conference in this part of Europe.

We will demonstrate that low response time and time-based competition are as important as price and product quality today.

The Conference keynote guest speaker will be Rajan Suri, founder of QRM and author of It's About Time. He will share his 20 years of experience in the area and report on lessons learned from over 200 QRM projects in local small and medium-size enterprises and major multinationals worldwide.

QRM is about strategic change focusing the whole organisation (input planning, purchasing, supply chain management, office workflows and product development) on one pivotal habit: lead time competition. Rajan Suri will not only demonstrate how to reduce time to market but also how to improve quality and reduce operational costs while gaining more market share.

QRM is designed for manufacturing organisations that produce:

- Low volumes but high-mix (and/or with large number of components);
- Customised products
- Custom-designed/fabricated products

and for all organisations for time-based competition is the source of competitive advantage!

This event will share QRM experience from all around Europe!

Do not hesitate to join us!

Katarzyna Rekść – Sales Specialist/Team Leader
22 333 97 57, k.reksc@pb.pl

Renata Grzeszczak – Project Manager
22 333 97 77, r.grzeszczak@pb.pl

"As an emerging European powerhouse of custom manufacturing in a wide range of industries, Poland faces a unique opportunity to maximise its position and gain a sustainable competitive advantage in the highly demanding European market. Initial QRM implementation projects in Poland have demonstrated that business implications may indeed be impressive as new markets can be won and profitability can be raised at the same time."

Ireneusz Biliński – 4 Results

4 Results
4 RESULTS is a business partner in increasing manufacturing and service companies operational efficiency. Implements solutions ensuring fast and long lasting changes results. Engages and builds optimisation leaders teams, whom deploys tools, know-how and co-creates customer-needs-driven solutions. Facilitates changes from diagnosis through planning and testing then implementation and final sustaining stage. Through its unique soft and hard implementation skills combination, wide scope of used tools and best practices application is sustainable business changes catalyst and accelerator.

Bonnier Business Polska
Bonnier Business Polska sp. z o.o. is part of the Swedish Bonnier Group, one of the largest global media groups with 175 subsidiaries in 16 countries. In Poland, it is the publisher of Puls Biznesu, the most reputable business daily read by 100,000 executives and an online portal www.pb.pl with more than 1 million users. The company is a leading organiser of executive congresses, conferences and workshops. With our vast market experience we offer specialist B2B events, from small business meetings to events for hundreds of participants.
The 4 core concepts of QRM:

**THE POWER OF TIME**: The key importance of time and quick response for the entire organisation.

**ORGANIZATIONAL STRUCTURE**: How to restructure your organisation to minimise lead-times and support quick response throughout your company.

**SYSTEM DYNAMICS**: It helps understand interdependencies between customer orders and key resources (people and machines) and make better capacity planning decisions in low-volume production environments.

**ENTERPRISE-WIDE APPLICATION**: QRM is not just a shop floor approach, as it is applied throughout the organisation. It includes material planning and control, purchasing and supply chain management, office operations such as estimating and order processing, and new product development.

**Who should attend:**

The conference will be attended by individuals who are responsible for production in a wide range of industries. Attendee profiles will include:

- Business Owner/Board Member/General Manager/Managing Director
- Chief Production Executive/ Production Manager
- Plant Manager
- Head of Logistics
- Chief Design Engineer
- Chief Technology Engineer
- Project Manager

We welcome all business executives from organisations that seek to implement new systems that will improve the productivity and competitiveness of their business.
08:30  Registration, distribution of headsets for simultaneous interpretation, coffee

09:00  Welcome and introduction, Ireneusz Biliński, 4Results

09:15  Quick Response Manufacturing, a revolutionary manufacturing business management methodology

- How do you slash your lead time by 50% to 90% and gain a sustainable competitive advantage?
- How do you ensure that your short lead time competitive advantage becomes an effective competence of the whole organisation?
- How do you engage your people and build accountability and entrepreneurship in your team?

QRM concentrates on lead times at two levels. It helps reduce both the response time and the cost of operations. Organisations which have implemented QRM have gained a sustainable competitive advantage across different global markets. Rajan Suri, the author of the QRM methodology, will present ways of implementing this brand new approach to manufacturing. He will examine the four major pillars of QRM and explain how they holistically drive business success while reducing all lead times in manufacturing, assembly, quoting, engineering, order processing, purchasing, supply chain management and new product development.

As an integrated manufacturing business management methodology, QRM has helped the best early adopters reduce lead times by as much as 90%, reduce cost by as much as 30%, improve on-time deliveries to 99%, reduce overheads by 20% and increase capacity and productivity by as much as 50%. This unique presentation will include the best case studies of successful small, medium and large local and global organisations. All these businesses share one characteristic: they have all successfully implemented the revolutionary QRM methodology and acted upon it!

Rajan Suri – creator of QRM, founder and Honorary Director, Center for Quick Response Manufacturing

He is Emeritus Professor of Industrial Engineering at the University of Wisconsin-Madison. He received his Bachelor's degree from Cambridge University (England) and his M.S. and Ph.D. from Harvard University. Professor Suri is the Founding Director of the Center for Quick Response Manufacturing (QRM) at the University of Wisconsin-Madison, a consortium in which around 300 companies have worked with the University on developing and implementing QRM strategies.

Dr. Suri is author of the original book on QRM, Quick Response Manufacturing: A Companywide Approach to Reducing Lead Times (Productivity Press, 1998), as well as the latest book on QRM, It's About Time: The Competitive Advantage of Quick Response Manufacturing (Productivity Press, 2010). Dr. Suri has consulted for leading firms including Alcoa, AT&T, Danfoss, Ford, Harley-Davidson, Hewlett Packard, IBM, John Deere, National Oilwell Varco, Pratt & Whitney, Rockwell Automation and TRED Bicycle.

10:30  Coffee break

Experience in Europe

DANMARK

10:45  QRM effectively supports quoting

CASE STUDY  OJ Electronics / QRM Danmark

- How do you quickly reduce your prototyping time by a factor of 5?
- How do you involve your key suppliers in the process?

The goal of the project was to support the R&D team's efforts to reduce the prototyping time. Initially, the average lead time was 15 days. The implementation of the new structure and QRM unit reduced the prototyping time to 3 days or less. Danish partners from QRM Denmark will share their experience. They will present how to use MCT mapping to achieve a lasting lead time reduction with key suppliers by 30-50%.

OJ Electronics, producer of electronic controls for floor heating and HVAC controls and power (www.ojelectronics.com).
Jens Arvad Johansen – owner QRM Danmark
more than 20 years of industrial supply chain experience, covering multiple sectors and all levels of management. Within the last few years the focus has been on generating agility by utilizing the QRM concept within different industries in the Nordic region of Europe. Co-founder of QRM Danmark and Associate Professor at the University of Southern Denmark.

11:15 MCT - organization’s key performance indicator in clients service

CASE STUDY Nybo Workwear / QRM Danmark

→ How to effectively use MCT to evaluate the efficiency of the whole geo-redundant organization?
→ How to improve processing orders using QRM approach?

The project was motivated by a need to address a classic business problem: the supply chain was not delivering according to customer expectations in a highly competitive market and yet there was a lot of inventory in the global pipeline. MCT mapping was used in order to understand the performance of the flow of products from the factory in Latvia to the finished goods warehouse in Denmark. It was clear that the production and work-in-progress were too high in the factory to ensure a satisfactory delivery time to customers. The speakers will demonstrate how to redesign the organization, planning principles and model, physical layout and the performance metrics to achieve better response times.

Nybo Workwear A/S is one of the market leaders in quality work wear for a wide range of industries including manufacturing, retail, restaurants and hotels and for the Danish Royal Family (www.nybo.dk).

Experience in Europe
NETHERLANDS

11:45 QRM as a chance for big international corporations

CASE STUDY National Oilwell Varco

→ How does the company look like after 10 years with QRM
→ How to successfully implement QRM in an international company?

NOV (National Oilwell Varco) is a multinational supplier to the oil-and gas industry, mainly for the off-shore winning of oil-and gas. The subsidiary in Etten-Leur is part of the Rog Solutions division of NOV. They produce pipe handling equipment. The turnover in Etten-Leur has risen from $ 85 mio in 2005 to $ 385 mio in 2013. NOV in Etten Leur introduced QRM in 2005 through the workshops and consulting of Rajan Suri. The company was organised in 4 cells, organised along four product groups. To meet the expected increase in turnover, NOV decided to expand the number of cells with a fifth one, and asked Lean team to advise them on the organisation of this cell according to the QRM principles. This was executed during 2014.

Eric Hengst – partner in LeanTeam, as well as in the QRM Managementcenter

Eric has both a Master degree in Materials Science and Engineering and a Master degree in General Management. He worked for several production companies is different branches as Plant Manager, Business Unit Manager and Production Director. Since 2008 he started his own consultancy company in the field of process improvement. He was caught by the ideas of QRM, and participated in Lean team since 2010 as a partner.
13:30  Examples of good practices

How do you drive the competitiveness of Belgian manufacturers at tough times for industries in Western Europe?

Sirris will share the wealth of its experience discussing several compelling QRM implementation case studies in manufacturing organisations which achieved a 50% - 80% reduction in lead times. The presentation will include the highly innovative and award-winning case study of Harol, a company that has evolved to be Europe’s number one producer of custom-manufactured roller shutters and awnings as a result of its QRM project. Furthermore, the presentation will address the key soft aspects of QRM implementation.

Pascal Pollet – Senior Advisor, Sirris
Since 2005, Pascal has been a senior consultant at Sirris, the collective knowledge center of the technology industry in Belgium. At Sirris, he has conducted research in the area of self-steering production systems and the management of production buffers. Pascal obtained his master’s degree in Electrical Engineering from the University of Ghent, Belgium, in 1995.

14:15  Nederman - Exploiting QRM methodology to create quick response habit

How do you change the organisation within 2 years using basic QRM
→ QRM in the realities of Polish office operations and production
→ How to achieve a LT reduction by 1/3 as well as office time reduction by 8 times

The objective of the two-year Nederman x2 Program is to reduce all lead times by half and to increase the organisation's efficiency by 50%. The lecturers will present how to change a Polish business organisation completely and restructure its team around the QRM methodology in order to achieve the QRM Number = 150.

Nederman Poland is a global supplier of products and solutions that contribute to the reduction of environmental impacts of industrial production and help create a safe and clean work environment while improving productivity (www.nederman.pl).

Radosław Salaj – Managing Director, Nederman Manufacturing Poland
He specialises in production and logistics and has vast experience in IT and finance management. In 2005 - 2011, Logistic Director, Plant Manager and Production Director CEE (Central and Eastern Europe) in Ruukki, where he initiated and/or participated in a wide range of optimisation and development projects. Currently, he holds the position of Managing Director at Nederman Manufacturing Poland.

Danuta Goląb – Production Director, Nederman Manufacturing Poland
Chemical engineer with 30 years of experience in various positions in the automotive industry. She specialises in new technology implementation with a focus on production.
14:45  QRM as a strategy for the whole organization

CASE STUDY  Mago SA

- How to achieve the best year in the history of the company at the same time reducing response times by half
- How to dynamically change the whole organization focused on creating key habit - quick reaction in each business area
- How QRM can support managers in making changes in the organization

Mago marked its 25th anniversary by launching a highly successful QRM pilot and rollout project. This case demonstrates how the QRM mindset may support major executive-lead change in the organisation. The company has dramatically cut its lead times in office and production operations within just 12 months and is implementing QRM to its interactions with key business partners. Representatives of the company will share the lessons learned from a broad QRM rollout in the organisation.

Mago SA is a producer of shop shelves in Europe with a wide distribution network in many countries.

Jacek Marczak – Deployment Director, Mago SA
He graduated from the Warsaw University of Technology, Production Engineering Department, major in Management and Marketing. He is in charge of New Project Implementation at Mago S.A, including QRM management system implementation.

Janusz Ciepliński – President, General Manager, Mago SA
President since 2008 and General Manager of Mago S.A. He joined the company in 1996. He received his master’s degree in management and marketing work pedagogy in the Higher School of Pedagogy in Warsaw, Poland.

15:15  Coffee break

15:30  QRM supports an international company expansion

CASE STUDY  Alrec In-Store

- The example of the QRM implementation in the office and in the assembly - how to double the business and reduce lead times by half
- How to successfully combine QRM thinking with Lean tools
- How to change long-term staff involvement and improve people’s satisfaction within the new structure

QRM first made its way to Alrec in 2013 while the company faced a major challenge: how to ensure quality customer service for its UK Alrec organisation which demanded much shorter delivery times. The pilot team worked in the office and on assembly lines for a selected FTMS for 12 months. The results were spectacular: business grew by 90% while response times were reduced by 45%. Alrec has decided to adopt QRM as its core strategy in Europe and it has launched QRM projects in Poland, the Netherlands and UK.

Alrec In-Store Sp. z o.o. is a multinational company based in the Netherlands supplying shop and merchandising solutions.

Marek Bakalarczyk – Project Leader, QROC Lider, Alrec In-Store
He received his degree in Production Organisation and Management from the Łódź University of Technology, Poland and in International Business and Technology Management from the Technical University of Lappeenranta, Finland. He joined Alrec over 10 years ago.
**Sebastian Wittich** – Chief Operations Officer, Alrec In-Store Sp. z o.o.
He received his Doctor of Science degree from the Mechanical Department of the Łódź University of Technology, Poland. He has served Alrec In-Store Sp. z o.o. for nearly 8 years.

**Sławomir Szachmytowski** – Director of Assembly, Alrec In-Store Sp. z o.o.
He graduated from the Mechanical Department of the Gdańsk University of Technology. He has been with Alrec for 13 years. Currently, he is head of assembly.

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### 16:15 Practical aspects of QRM implementation in Polish realities

- Hard and soft elements of the QRM implementation
- Revolution or evolution, why QRM in Poland?
- How to manage in the new circumstances?

4Results will share its practical experience in QRM implementation in Poland focusing on the **combination of hard knowledge** (in-depth knowledge of the QRM concept) and **soft skills** (change leadership). 4Results will discuss: **major challenges and pitfalls to watch for while implementing QRM** and the management styles that best support implementation. Participants will learn how to simplify project verification and how to ensure financial accountability in a QRM organisation.

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**Ireneusz Biliński** – Ekspert QRM, Partner in 4 Results
Graduate of administration at the Wrocław University, Poland and Executive MBA UW/University of Illinois, certified in QRM and Lean/Kaizen methods, ICC certified Coach. Sales and Supply Chain Director at a multinational corporation for 10 years. Ireneusz worked with Japanese consultants for 7 years implementing Kaizen programs in several group production sites and corporate offices around the world. Board Member/Managing Partner of 4Results for 7 years. He specialises in implementing QRM and Lean/Kaizen strategies of continuous improvement and operational efficiency enhancement. He has over 15 years of experience in production, logistics and sales developing organisations driven by the continuous improvement of people and processes.

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### 16:45 Practitioners for Practitioners DISCUSSION PANEL

Rajan Suri  
Jens Arvad Johansen  
Jacek Marczak  
Radosław Sałaj

Eric Hengst  
Marek Bakalarczyk  
Ireneusz Biliński

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### 17:30 Wrap up of Day 1 and agenda for the following days
This workshop is aimed at Managers from all functional areas:

→ Yes, you can compete against low-wage countries!
→ Everyone knows that “time is money” but this workshop will show you that time is a lot more money than most managers realize!

**Workshop Description**

This workshop will consist of a theoretical part with an overview of QRM, followed by a practical part where attendees will engage in “hands-on” exercises on how to use MCT-Mapping, a practical tool to help visualize processes and highlight the main lead time reduction opportunities. MCT can be used for both your internal operations as well as for your supply chain.

Both parts of this workshop will combine theory with practical examples using case studies of many companies that have implemented QRM in both USA and Europe.

**Program**

**Theoretical Part: Overview of QRM Strategy**

This will provide an overview of QRM strategy, which includes four core concepts:

10:00

→ The Power of Time: The non-obvious reasons why lead time is important (much more important than most managers realize), how it influences total operating cost and quality, and how to take advantage of this realization.
→ Organizational Structure: How to restructure your organization to minimize lead time throughout the enterprise.

11:45

→ System Dynamics: How interactions between machines, people and products impact your lead times. As a result, capacity planning policies (e.g. machine and labor utilization) and lot sizing policies need to be rethought for QRM.
→ Enterprise-wide Application: QRM is not just a shop floor approach; it is applied throughout the organization. This includes material planning and control, purchasing and supply chain management, office operations such as estimating and order processing, and new product development. You will also see data on the “bottom line” impact of QRM on product cost, quality, and lead times.

**Practical Part: Using MCT-Mapping to Identify Lead Time Reduction Opportunities**

13:15 Lunch break

14:00 MCT workshop – part I

15:30 Coffee break

15:45 MCT workshop – part II

17:00 The end of the workshop and handing out of certificates
2nd QRM
Central Europe Conference
14, 15, 16 April 2015, Warsaw
Sound Garden Hotel, Żwirki i Wigury 18

Registration Form

[ ] YES, I want to participate in the 2nd QRM Eastern Europe Conference

Date: 14-16 April 2015

The price:
- 1495 zł + 23% VAT (before 6 March 2015)
- 1795 zł + 23% VAT (after 6 March 2015)
- 1295 zł + 23% VAT (before 6 March 2015)
- 1595 zł + 23% VAT (after 6 March 2015)
- 2295 zł + 23% VAT (before 6 March 2015)
- 2695 zł + 23% VAT (after 6 March 2015)
- 2790 zł + 23% VAT (before 6 March 2015)
- 3390 zł + 23% VAT (after 6 March 2015)

[ ] participating in the conference
[ ] participating in the workshop
[ ] participating in the conference & workshop
[ ] participating in the conference & workshop + site visit

[ ] NO, I want to receive more information about the 2nd QRM Eastern Europe Conference

[ ] I will not participate in the Conference but I would like to be informed about planned events related to subject matter.

1. Full name: ..............................................................
Position: .................................................................................................................................
Department: ...........................................................................................................................

2. Full name: ..............................................................
Position: .................................................................................................................................
Department: ...........................................................................................................................

3. Company: ................................................................................................................................
Street: ......................................................................................................................................
Postcode: .......................................................... City: ..............................................
Tel: ...................................................................... Fax: ......................................................
E-mail: .....................................................................................................................................

4. Purchaser’s data —necessary for VAT invoice issuance:
Company name: ....................................................................................................................
Head office: ............................................................................................................................
Address: ..................................................................................................................................
NIP: ...........................................................................................................................................

5. Please, provide contact data of a person who, in your opinion, would also benefit from participating in the event:
Full name: ............................................................................................................................
Position: .................................................................................................................................
Department: ...........................................................................................................................
Tel: ...................................................................... Fax: ......................................................
E-mail: .....................................................................................................................................

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At the same time, we hereby state that we have got acquainted with participation conditions, and we bind and oblige ourselves to pay in full for the amounts resulting from this agreement.

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