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FOR SERVICES

AND TRANSACTIONS

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INCLUDING INTERNATIONAL PRESENTATIONS:

Alexis Goncalves, VP Service Quality and Innovation
CITIGROUP (USA)

David Sharman, Master Black Belt
Financial Solutions Division
NCR (UK)

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"One thing we have discovered with certainty is that anything we do that makes the customer more successful inevitably results in a financial return for us."

John F Welch, Chairman, GE

In a world economy where customer satisfaction is the key to staying ahead of the competition, where are you on your organisations' quality journey?

The founding organisations of Six Sigma practice, GE and Motorola, initially discovered the methodology as a way of improving their manufacturing processes before introducing it into their business processes. Now, more leading service and transaction orientated organisations, such as Telstra, Suncorp and JP Morgan, are using the principles of Six Sigma to redesign the way they operate to improve efficiencies, customer satisfaction and ultimately, the bottom-line.

Discover why Six Sigma has moved beyond the boundaries of existing management systems and why senior level management in the boardrooms of the world's top organisations are embracing Six Sigma as the way to a sustainable competitive advantage.

"The lack of initial Six Sigma emphasis in non-manufacturing areas was a mistake that cost Motorola at least \$5 billion in a four year period." Bob Galvin, formerly CEO, Motorola

Through 17 compelling case studies, including 2 international speakers, *Six Sigma for Services and Transactions* will be the first forum in Australia to exclusively focus on the implementation of Six Sigma in non-manufacturing environments and empower companies to achieve breakthrough performance throughout their organisations.

Six Sigma enables business processes to be redesigned and the resulting changes to be quantifiably measured against the bottom-line. However, without disciplined management of the system and a change in an organisation's culture that moves beyond the simple execution of Six Sigma, how can the results of a company's business improvement campaign be fully realised?

Master the art of implementing Six Sigma in non-manufacturing environments and discover how to:

BUILD the foundations for successful Six Sigma deployment

CREATE a Six Sigma culture and a disciplined management environment that maximises your business improvement efforts

Effectively **DESIGN** and **ALIGN** Six Sigma to your organisational objectives

TRANSLATE the Six Sigma framework and tools to a non-technical audience

OVERCOME the barriers to Six Sigma

ACHIEVE breakthrough performance in customer satisfaction and

SUSTAIN your competitive advantage

**EMPOWER YOURSELF AND YOUR TEAM NOW
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This conference has been developed for Heads, Directors, General Managers and Managers of:

- ▶ Six Sigma
- ▶ Operations
- ▶ Quality
- ▶ Shared Services
- ▶ Organisational Development
- ▶ Process Improvement
- ▶ Enterprise Performance
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SEPARATELY BOOKABLE EVENING WORKSHOP ♦ 28 April 2003 ♦ Carlton Crest Hotel, Sydney

SELECTING THE RIGHT SIX SIGMA PROJECT FOR SERVICES AND TRANSACTIONS

6.00PM - 8.30PM

Selecting the right business improvement initiatives can often prove to be a daunting task. It is only through the vigilant selection of Six Sigma projects that a minimum ROI and your strategic goals be properly attained. From senior management's point of view, this is the crux of implementing Six Sigma. *Through this interactive workshop, you will be empowered to select the right Six Sigma project and achieve breakthroughs in your service / transactional processes.*

Understand the step-by-step methodology of project selection and how to:

- ▶ Develop a list of potential Six Sigma projects and identify service / transactional processes
- ▶ Align project selection to strategic goals
- ▶ Collect specific, objective data on each problem or process identified as a potential project
- ▶ Use the data to determine each potential project's impact on customer satisfaction
- ▶ Evaluate and validate each project
- ▶ Rate the strength of each potential project

ABOUT YOUR WORKSHOP LEADER:

Michael Wilson, a Master Black Belt within **SAI Global Assurance Services**, has responsibility for assisting his organisations clients with Six Sigma implementation and manages the educational content for Black Belt training programs. As a professional adult educator, Michael has managed, designed and delivered specialised training programs for public and private organisations. His experience with process improvement and Six Sigma covers a range of industry sectors.

SIX SIGMA FOR SERVICES AND TRANSACTIONS

Day One: Monday, 28 April 2003

8:30 REGISTRATION AND COFFEE

9:00 OPENING REMARKS FROM THE CHAIR
Bret Cavanagh, Master Black Belt
SIX SIGMA ACADEMY

SIX SIGMA CORE PRINCIPLES

9:10 WHY IMPLEMENT SIX SIGMA IN SERVICE AND TRANSACTIONAL BUSINESSES?

The successful integration of Six Sigma principles into company cycle times across Citigroup demonstrates how processes can be measured and reorganised effectively through Six Sigma. Based on a five year history of Six Sigma implementation, Alexis will cover the challenges of a successful deployment and discuss the reasons why Citibank has modified the use of Six Sigma in the Asia Pacific region.

- ☛ What are the benefits of Six Sigma and how can these be quantified?
- ☛ What types of analysis and modelling can be used to determine customer requirements?

Alexis Goncalves, VP Service Quality and Innovation
CITIGROUP (USA)

9:50 ESTABLISHING THE CORE PRINCIPLES AND DIVERSITY OF SIX SIGMA APPLICATIONS

American Express has recognised the value of Six Sigma in a diverse range of applications. After completing training for an additional seventeen Black Belts, they have embraced the methodology and embarked on projects designed to capitalise on their market position.

- ☛ What are the core principles of Six Sigma and how do you define your overall approach?
- ☛ Moving beyond DMAIC (define, measure, analyse, improve, control) to leverage a sustainable competitive advantage

Michael Bains, Project Manager, Enterprise Solutions
AMERICAN EXPRESS

10:30 DRIVING BREAKTHROUGH ORGANISATIONAL PERFORMANCE THROUGH SIX SIGMA

After completing the initial stages of deploying Six Sigma, hear how Allied Pickfords is using Six Sigma to achieve breakthrough levels of service quality and cost reduction in the logistics industry.

- ☛ Tips and traps of implementing Six Sigma
 - ☛ The importance of the strategic selection of projects
 - ☛ An overview of Allied Pickfords' training strategy
- Glenn Abercrombie**, Six Sigma Leader, Asia Pacific
SIRVA (ALLIED PICKFORDS)

11:10 MORNING TEA

DESIGNING AND ALIGNING SIX SIGMA TO ORGANISATIONAL OBJECTIVES

11:30 IMPLEMENTING SIX SIGMA AND MANAGING THE PEOPLE IMPLICATIONS IN A SHARED SERVICES ENVIRONMENT

WMC has trained a third of its workforce in Six Sigma. Hear how WMC translated Six Sigma from mining operations to business administration and the customer outcomes and direct cost improvements it is achieving as a result. Charles will discuss:

- ☛ Raising performance capabilities and improving the utilisation of employee time
- ☛ Setting targets for each project: Time, dollar savings, process improvement

Charles Reis, General Manager Shared Services
WESTERN MINING CORPORATION (WMC)

12:10 FOCUSING YOUR SIX SIGMA TYPE PROJECTS ON OUTCOMES AND BEST PRACTICES: SIX SIGMA IN THE HEALTH SECTOR

Explore how Royal North Shore Hospital has adopted some Six Sigma principles to monitor accountability and integrated them into the daily working environment.

- ☛ Does the somewhat rigid statistical process of Six Sigma need to be adopted fully in order to see results?
- ☛ Key challenges in identifying and prioritising processes without having a monetary focus

Helen Ganley, Quality Manager
ROYAL NORTH SHORE HOSPITAL

12:50 LUNCH

2:00 OBTAINING MANAGEMENT BUY-IN TO MAXIMISE THE BENEFITS OF APPLYING SIX SIGMA

The biggest challenge in introducing any new management system into a company is to first obtain management support. Understand how Honeywell has:

- ☛ Made the business case for change - what will it take to get management's attention?

- ☛ Created an environment that supports Six Sigma
- ☛ Delivered leadership, direction and support

Wayne McDermott, Pacific Operations Manager
HONEYWELL

2:40 ACHIEVING OPERATIONAL EXCELLENCE BY CUSTOMISING SIX SIGMA

The implementation of Six Sigma may be in conjunction with other methodologies. GlaxoSmithKline has used "Lean Sigma" as a way of improving operational excellence within its manufacturing business and continues to expand its improvement effort within transactional areas of the organisation. Brad will address:

- ☛ The structure needed to manage program efforts
- ☛ Maximising gains by sharing knowledge and best practices

Brad Young, Operational Excellence Champion
GLAXOSMITHKLINE

3:20 AFTERNOON TEA

3:40 ADAPTATION, APPLICATION AND IMPLEMENTATION OF SIX SIGMA METHODOLOGIES WITHIN EXISTING SERVICE ORIENTED FRAMEWORKS

JP Morgan has already seen a dramatic cost saving from implementing a Six Sigma pilot study in Australia and is now preparing to roll-out Six Sigma throughout the Asia Pacific region. Hear how it is:

- ☛ Adapting the system to all transactional processes within the business
- ☛ Implementing Six Sigma into a complex service structure

Maria Foundas, Vice President
JP MORGAN

4:20 APPLYING SIX SIGMA TO BUSINESS PROCESSES IN THE NEW PRODUCT DEVELOPMENT CYCLE

NCR is now in its third year of Six Sigma deployment and has already benefited from significant performance improvements in its operations processes. Discover how NCR has institutionalised Six Sigma across a wide spectrum of activities including voice of the customer, requirements management, project planning, project execution and support.

David Sharman, Master Black Belt
Financial Solutions Division
NCR (UK)

5:00 CLOSING REMARKS FROM THE CHAIR AND CLOSE OF DAY ONE



INTERNATIONAL CASE STUDY



LIVE VIDEO LINK-UP

CASE STUDY

CASE STUDY

CASE STUDY



INTERNATIONAL CASE STUDY



LIVE VIDEO LINK-UP

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Day Two: Tuesday, 29 April 2003

9:00 **OPENING REMARKS FROM THE CHAIR**

Martin Searle, Group Director
Human Resources and Education and Training
STANDARDS AUSTRALIA INTERNATIONAL

SIX SIGMA ROLL-OUT AND IMPLEMENTATION9:10 **HOW GE CONSUMER FINANCE CUSTOMERS FEEL THE SIX SIGMA DIFFERENCE****CASE STUDY**

GE has long been recognised as one of the leading global organisations to adopt and successfully implement Six Sigma and yet, many of GE's customers complained that they weren't feeling the impact when they used GE Consumer Finance products and services.

- ☛ How does GE measure the true customer experience in a financial services environment and improve it?
- ☛ Cementing strategic client relationships through the use of Six Sigma
- ☛ How do you maintain the balance between cost out and customer service?

Angela Dadds, Vice President Quality
**GE CONSUMER FINANCE
(AUSTRALIA AND NEW ZEALAND)**

9:50 **INTEGRATING SIX SIGMA PRINCIPLES INTO THE QUALITY JOURNEY: SIX SIGMA IN THE PUBLIC SECTOR****CASE STUDY**

The Corporate Capability Development (CCD) division of QDET is being transformed into a shared service provider. To assist, CCD is adopting Six Sigma methodologies in its planning and performance framework. Hear how it is:

- ☛ Maximising the value of Six Sigma in service orientated organisations within the public sector
- ☛ Assisting the organisation to achieve business improvement, customer satisfaction and staff commitment

Frank Vardanega, General Manager
Corporate Capability Development
**QUEENSLAND DEPARTMENT OF EMPLOYMENT
AND TRAINING (QDET)**

10:30 **MORNING TEA**10:50 **SUCCESSFULLY IMPLEMENTING SIX SIGMA INTO A LARGE AND COMPLEX SERVICES ENVIRONMENT****CASE STUDY**

Telstra is 20 months into an aggressive 3-5 year deployment of process improvement using Six Sigma. It is a key element in the cultural transformation of Telstra. Discover the lessons learned on:

- ☛ Leadership: From the top and at all levels
- ☛ Focusing the vision and linking it to strategic business outcomes
- ☛ Creating and maintaining a shared sense of urgency
- ☛ Creating shared ownership
- ☛ Aligning systems and structure
- ☛ Sustaining momentum

Sue O'Connor, General Manager
Process Improvement Using Six Sigma
TELSTRA

11:30 **INFUSING SIX SIGMA METHODOLOGIES INTO FORD'S CULTURE AND MANAGING THAT CHANGE****CASE STUDY**

Learn how Ford has institutionalised Six Sigma and driven the cultural change necessary to achieve substantial gains. After deploying Six Sigma across the organisation for more than two years, Ford has encountered some large cultural hurdles.

- ☛ Strategically orientating the organisation for Six Sigma and achieving permanent sustainability throughout the entire structure
- ☛ Identifying the people issues within transactional or service orientated areas

Peter O'Malley, Six Sigma Deployment Champion
FORD AUSTRALIA

12:10 **LUNCH**1:20 **MAXIMISING THE USE OF BLACK BELTS TO DRIVE SIX SIGMA IMPLEMENTATION****CASE STUDY**

In the effective implementation of Six Sigma, Black Belts are often used to drive the business improvement effort and become the agents of change. From the perspective of Black Belts, understand:

- ☛ What is the role of the Black Belt?
- ☛ How do you drive organisational performance after obtaining management buy-in?
- ☛ Setting the foundation for successful Six Sigma projects

Lyn Vatsaloo, Black Belt
Steven Bonnici, Black Belt
FORD CREDIT

MANAGING SIX SIGMA FOR CONTINUOUS IMPROVEMENT2:00 **LEVERAGING SIX SIGMA AS A TOOLBOX TO ACHIEVE STRATEGIC OBJECTIVES****CASE STUDY**

Suncorp has now been using Six Sigma methodologies for two years and has received significant financial benefits as a result of implementation.

- ☛ What are the main drivers behind a sustained competitive advantage?
- ☛ Achieving quantum increases in customer satisfaction through a focused execution of Six Sigma projects
- ☛ Key lessons learned from Suncorp's Six Sigma deployment

Ilmar Taimre, Project Director - Customer Satisfaction
SUNCORP

2:40 **AFTERNOON TEA**3:00 **SAVING US\$64 MILLION BY DRIVING - SIGMA ACROSS SUN****CASE STUDY**

Sun Microsystems adopted Six Sigma in 2000. Using Six Sigma principles, the company has developed 'Sun Sigma' to address all major process redesign and a simplified version, called 'Sun Shot', for less complex projects. Over the last two years 'Sun Sigma' has saved the organisation over US\$64 million. Keith will discuss:

- ☛ How Sun Microsystems has made Six Sigma a part of the company's DNA
- ☛ Delivering results: Four pragmatic things to do

Keith Stanback, Managing Director Sun Services
SUN MICROSYSTEMS AUSTRALIA

3:40 **INTEGRATING SIX SIGMA PROGRAM MANAGEMENT DISCIPLINES INTO YOUR BUSINESS IMPROVEMENT CAMPAIGN****CASE STUDY**

Hear how for at least four years, HP has adopted a form of Six Sigma methodology within its own business improvement framework and has managed to maintain significant ongoing financial and non-financial gains.

- ☛ What reporting systems need to be put into place to ensure ongoing accountability?
- ☛ How do you continuously assess business improvement priorities in line with evolving strategic goals?
- ☛ How do you create an organisational culture that nurtures ongoing quality and performance improvements?

Alan Skinner, Total Customer Experience and Quality Manager, South Pacific
HEWLETT PACKARD (HP)

4:20 **CLOSING REMARKS FROM THE CHAIR AND CLOSE OF CONFERENCE**

SEPARATELY BOOKABLE POST-CONFERENCE WORKSHOPS

Wednesday, 30 April 2003 ♦ Carlton Crest Hotel, Sydney

WORKSHOP B: 9:00AM - 12:30PM

HOW TO APPLY SIX SIGMA TO SERVICE AND TRANSACTIONAL ENVIRONMENTS

Whether your business is manufacturing based or purely a service company, applying Six Sigma in your service or transactional areas can certainly bring enormous financial and non-financial gains. *In this workshop, experience the step-by-step process of implementing Six Sigma in service and transactional environments. By attending, you will master the nuts and bolts of implementation and be empowered to commence your Six Sigma efforts immediately.* In a simulated environment, experience this executive roadmap to improving your bottom-line:

Capturing customer elements and understanding their needs

Identifying and mapping service / transactional processes

Selecting Six Sigma projects and defining measurable goals

Implementing and managing Six Sigma projects

Leveraging your Six Sigma efforts and maximising your ROI

ABOUT YOUR WORKSHOP LEADER:

Dr Hasan Akpolat, Senior Lecturer for Quality and Operations Management at the **University of Technology, Sydney**, has more than 15 years' experience in business process improvement in both the manufacturing and service industries. Currently, Dr Akpolat lectures and conducts research in operations and quality management at the University of Technology, Sydney. Since 2000, he has been contracted by Sony Australia to improve the company's management systems and implement Six Sigma in its operations.

WORKSHOP C: 9:00AM - 12:30PM

SETTING THE FOUNDATIONS OF SIX SIGMA: EFFECTIVE BUSINESS PROCESS MANAGEMENT

Having a clear understanding and knowledge of your core business processes is the pre-requisite to the successful integration of Six Sigma. Understanding the business processes with the greatest impact on the quality of your products and services will ensure Six Sigma project selection is focused on the critical or high impact areas of your business. The organisations that have been successful in Six Sigma have demonstrated that a key input is the understanding and subsequent evaluation of the current processes in order to identify the 'right' opportunities to work on. *In this workshop learn how to ensure you have an effective strategy in place to manage your processes and how to use this as the platform to identify opportunities for Six Sigma improvements. Key issues to explore include:*

Process Management Methodology Overview

Process Identification

Process Ownership

Process Measurement

Process Documentation

Process Improvement

ABOUT YOUR WORKSHOP LEADER:

Michelle Burnheim has worked for over ten years for Honeywell International in varied roles including Intranet Manager, Process Management Specialist and Six Sigma Champion. The primary focus of her work included the development and implementation of a process management approach and related improvement initiatives to enhance processes, products and services within the business. Working now as an independent consultant, she has worked within many local and global organisations in the public and private sectors on their Six Sigma implementation projects.

WORKSHOP D: 1:30PM - 5:00PM

HOW TO LEVERAGE SIX SIGMA AS A COMPETITIVE WEAPON FOR SHARED SERVICES

Key to the performance of a shared services operation is maximising efficiencies through economies of scale and process redesign. By adopting Six Sigma an organisation can vastly improve customer satisfaction and financial performance. The implementation of a business process framework (BPF) allows you to make fact-based and proactive decisions regarding clients and people; measure performance against what clients deem as 'critical to quality' (CTQ) and engage all employees in knowing what your core capabilities are. *In this practical workshop, you will learn how to implement Six Sigma in a shared services environment and leverage your business improvement campaign to maximise your return.*

In particular, learn how to:

- ☛ Create meaningful Six Sigma measures down to the functional and work station level
- ☛ Implement a Six Sigma framework that will link strategic plans and resource allocation
- ☛ Develop a consistent and meaningful business improvement campaign
- ☛ Maximise efficiencies by using Six Sigma as a management tool for shared services

ABOUT YOUR WORKSHOP LEADER:

Michael McLean, Business Leader in the Asia Pacific for **Bywater** is one of the authors of the *Bywater Continual Improvement series*. This series has been adopted by many leading organisations. Bywater's clients include Boral, Ericsson, Wreckair, GMH, Agility, RAAF, Anglo Coal, Rio Tinto, Dairy Farmers, Dalrymple Bay Coal Terminal, Commonwealth Bank and Comalco. Bywater's consulting approach focuses on delivering long-term, sustainable improvements to organisations' key stakeholders by aligning processes, people and technology to strategy.

WORKSHOP E: 1:30PM - 5:00PM

DEMYSTIFYING STATISTICS: MOVING FROM RAW DATA TO SIX SIGMA DATA

Statistics are ultimately at the core of a Six Sigma campaign. Vital to the success and selection of projects is being able to properly distinguish between raw data and what is "Six Sigma data". *This workshop will empower you to sift through the clutter of raw data and be able to identify the statistics that will impact your Six Sigma effort the most.* Without this, your ROI will not be fully realised and your strategic objectives will not be achieved. *Discover how to:*

- ☛ Maximise the results of a Six Sigma project by understanding the data collected
- ☛ Translate statistics to a non-technical audience
- ☛ Pick the measures that matter
- ☛ "Feel the pulse" of the process
- ☛ Reflect customer requirements
- ☛ Describe process behaviour - Sigmas and stability
- ☛ Maintain improvement
- ☛ Is the result different?
- ☛ Is it good or bad?
- ☛ What can I expect in the future?

ABOUT YOUR WORKSHOP LEADER:

Praveen Rajan is the Director of the **Sydney School of Six Sigma**. He provides consulting and training services to organisations interested in implementing Six Sigma and cycle time reduction. Starting in 1997, he has trained over 300 green belts and reengineered and implemented over 60 projects in Wipro Infotech and Gateway Computers. Praveen has contributed US\$5 million to the bottom-line of these two IT companies over a period of four years.

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SIX SIGMA FOR SERVICES AND TRANSACTIONS

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