

**ELEC**  
conference  
2019

*The Lean Educator and Practitioner Mashup*

*a Collaboration Forum  
for Industry and Academia*







## ELEC2019

### *The Lean Educator and Practitioner Mashup*

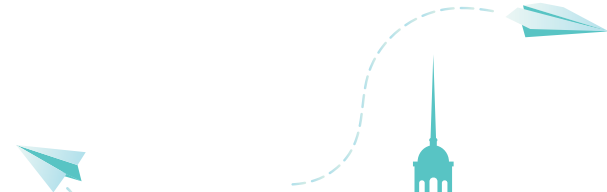
Beyond lean thinking's roots in manufacturing, countless applications have emerged and other fields are experiencing more and more successful lean transformations, from product development and innovation to office and all knowledge work, in services from healthcare to education, and macro projects in construction and mining, to mention just a few. This means there are so many cross-learning opportunities between the various fields! And this is exactly what ELEC supports – especially today with this year's "mashup" theme.

ELEC is well-known to be of interest to a broad audience of participants including academics - *teachers and researchers - intermediaries - consultants and coaches - practitioners - managers and facilitators from industry* - in an eclectic mix every year. Each participant shares the honor and responsibility to be lean educators. And ELEC creates the right environment for a fruitful exchange within and between academia and industry by pursuing the mission of shaping the existing generation and growing the next generation of lean educators. How to educate the next generation is paramount to create more prosperous and fairer societies.

Huge opportunities for education come from both the evergreen practical and cultural challenge of leading an enterprise through a 360° lean transformation, and from the more unexplored emerging areas where lean thinking and practice has much to contribute through proper education and learning: Industry 4.0, computer-based intelligence, additive manufacturing, innovation and product development, agile, environmental sustainability, among many others. ELEC is a mix of workshops, academic presentations and keynote speeches around challenges of lean education and innovative education methods. Also works, presented in collaboration between academics and practitioners, are gaining more and more attention. Everyone is welcome to share and learn together here at ELEC 2019 in Milan!

*Monica Rossi, Conference Chair  
& the Local Organizing Committee*

# CONFERENCE PROGRAM



# DAY 0 • 11<sup>th</sup> November 2019

08:30 - 09:15	Registrations				BL28 - Floor 0
09:15 - 09:30	Welcome to Pre-conference Workshops				Carassa Dadda
09:30 - 11:00	<b>Workshop 1</b> Slick® Farm Can You Build a Farm in 15 Minutes? Linking Agile Project Management and Budget Monitoring. MEL1	<b>Workshop 2</b> e.DO: Technology & Human, a Convergent Evolution. MEL1	<b>Workshop 3</b> educaLEAN: Lean Meets Education. BL26.01	<b>Workshop 4</b> 3M's: What's Behind Muda, Muri, Mura? BL26 Sala Consiglio	
11:00 - 11:30	Coffee Break				
11:30 - 13:00	<b>Workshop 1</b> ... Continues from Part 1	<b>Workshop 2</b> ... Continues from Part 1	<b>Workshop 3</b> ... Continues from Part 1	<b>Workshop 4</b> ... Continues from Part 1	
13:00 - 14:00	Lunch Break				
14:00 - 15:30	<b>Workshop 1</b> Slick® Farm: Can You Build a Farm in 15 Minutes? Linking Agile Project Management and Budget Monitoring. MEL1	<b>Workshop 2</b> e.DO: Technology & Human, a Convergent Evolution. MEL1	<b>Workshop 3</b> educaLEAN: Lean Meets Education. BL26.01	<b>Workshop 4</b> Lean Games: Teaching Through Experiences. BL26 Sala Consiglio	
15:30 - 16:00	Coffee Break				
16:00 - 17:30	<b>Workshop 1</b> ... Continues from Part 1	<b>Workshop 2</b> ... Continues from Part 1	<b>Workshop 3</b> ... Continues from Part 1	<b>Workshop 4</b> ... Continues from Part 1	
19:00 - 21:00	Welcome to Milan: How Leonardo Contributed to Milan Prosperity Aperitivo in Navigli Area.				



[View Details](#)

# DAY 1 • 12<sup>th</sup> November 2019

08:30 - 09:00	Registrations			BL28 - Floor 0
09:00 - 09:30	Welcome to ELEC 2019			Carassa Dadda
09:30 - 11:00	OPENING PLENARY – Active Learning Education			Carassa Dadda
11:00 - 11:30	Coffee Break			
11:30 - 13:00	Morning Parallel Sessions			
	<b>TRACK M1.1</b> Lean Trainings Within University and Industry Collaborations Room BL28.1.1	<b>TRACK M1.2</b> Lean Product and Process Development Room BL28.1.2	<b>TRACK M1.3</b> Lean and People Empowerment Room BL28.2.2	
13:00 - 14:00	Lunch Break			
14:00 - 15:30	Afternoon Parallel Sessions			
	<b>TRACK A1.1</b> Emerging Contexts for Lean Applications Room BL28.1.1	<b>TRACK A1.2</b> Measuring Lean Performances Room BL28.1.2	<b>TRACK A1.3</b> Lean, Green and Circular Room BL28.2.2	
15:30 - 16:00	Coffee Break			
16:00 - 17:30	CLOSING PLENARY – The Lean Educator and Practitioner Mashup			Carassa Dadda
19:00 - 23:00	Social Events on the Road of Leonardo's Mashup - Leonardo's Contribution to Education and Science. Leonardo3 Museum Visit. Social Dinner. SignorVino, via Dante 15, 20123, Milan.			



[View Details](#)

## DAY 2 • 13<sup>th</sup> November 2019

08:30 - 09:00	Registrations		BL28 - Floor 0
09:00 - 11:00	OPENING PLENARY - The Lean Educator and Practitioner Challenge		Carassa Dadda
11:00 - 11:30	Coffee Break		
11:30 - 13:00	Morning Parallel Sessions		
	<b>I4.0 Lab Visit</b> A tour through the Industry 4.0 Lab  I4.0 Lab	<b>TRACK M2.2</b> Continuous Improvement Initiatives  BL28.1.2	<b>TRACK M2.3</b> Lean Thinking in Practice  BL28.2.2
13:00 - 14:00	Lunch Break		
14:00 - 15:30	Afternoon Parallel Sessions		
	<b>TRACK A2.1</b> Lean and Industry 4.0  Room BL28.1.1	<b>TRACK A2.2</b> Organizational Culture in Lean Journeys  Room BL28.1.2	<b>TRACK A2.3</b> Innovative Trainings to Teach Lean Management  Room BL28.2.2
15:30 - 16:00	Coffee Break		
16:00 - 17:30	CLOSING PLENARY - Evolution on Lean Education		Carassa Dadda
17:30 - 18:30	Farewell Event - Aperitivo with Jim Womack.		



[View Details](#)

# KEYNOTE SPEAKERS





## Monica Rossi

*Assistant Professor*  
Politecnico di Milano - Department of Management,  
Economics and Industrial Engineering



Dr. Monica Rossi is a lean specialist having worked on product development and design process improvement. Since joining the Department of Management, Economics and Industrial Engineering as an assistant professor at Politecnico di Milano and School of Management at Politecnico di Milano (MIP) she has worked to engage corporate and public collaboration through education and outreach. She got her PhD in Industrial Engineering at Politecnico di Milano in 2014 (with a thesis titled From Best Practice to Archetype: drawing the path of Innovation). She has held visiting researcher positions at Massachusetts Institute of Technology (MIT), USA; Tokyo Metropolitan University, Japan; Sorbonne, University of Technology of Compiègne, France; and Rutgers University, USA. She teaches at both MSc students and executives Lean Product and Process Development, Lean Startup, Lifecycle Thinking, Product Lifecycle Management. She is actively engaged in European Projects, consultancies and professional training on lean product and process development, design and engineering. She collaborates with the Lean Global Network and Istituto Lean Management; she is the director of the MIP program “DEEP DIVE INTO LEAN THINKING: A Learning Week in Japan on Product Development and Beyond”, that just successfully concluded its third yearly edition last October 2019.

## Sergio Terzi

*Associate Professor*  
Politecnico di Milano - Department of Management,  
Economics and Industrial Engineering



Sergio Terzi is Associate Professor at Politecnico di Milano, School of Management (SoM), Manufacturing Group. He is author or more than 120 publications at international level. His research interests are in the area of Industry 4.0 and continuous improvement. At SoM, Sergio is Director of the Executive Program in Industry 4.0, Director of the Management Academy of the MIP Graduate School, Director of Industry 4.0 Lab and Director of Industry 4.0 Observatory. He is also serving as Coordinator of International Exchanges for the School of Management.

## Raffaella Cagliano

*Full Professor*

Politecnico di Milano - Department of Management,  
Economics and Industrial Engineering



Raffaella Cagliano is Full Professor of People Management & Organization at the School of Management of Politecnico di Milano. She holds a Master of Science and a PhD in Management, Economics and Industrial Engineering from Politecnico di Milano, Italy. She belongs to the Core Faculty of the School of Management of Politecnico di Milano and she serves in the faculty council of the PhD programme in Management, Economics and Industrial Engineering.

She is Deputy Director of the Department of Management, Economics and Industrial Engineering and she sits in the Executive Board of MIP Graduate School of Business of Politecnico di Milano, where she is the Deputy Director for Faculty Management.

Raffaella Cagliano developed an intense research activity over the years around the following research themes: Innovation of organizational models and paradigms in Operations, Manufacturing and Supply Chain Strategies, Firms network and supply networks, The role of organizational practices in developing sustainable Operations, Stakeholder involvement in sustainability oriented innovation.

Raffaella Cagliano is the author of several books and over 40 articles published in international journals. Several of her articles have been acclaimed for their excellence.

She organized a number of international Conferences, Workshops, Doctoral Schools in the field of Operations Management and Sustainability. She has been part of the “Organizing for Sustainable Effectiveness” network since 2010.

## Lucia Chierchia

*Managing Partner*  
GELLIFY



Managing Partner @ GELLIFY, a platform for B2B innovation, to connect consolidated companies and innovative B2B digital startups, covering role of Head of Industry 4.0 Business Unit.

Professional experience started in Aerospace and then moved to Home Appliances, in Whirlpool Corporation and Electrolux Group.

Former Head of Electrolux Group's Innovation Hub.

Master's Degree in Mechanical Engineering @ Politecnico di Milano, Executive Master in Technologies & Innovation Management @ Bologna Business School.

## John Vellema

*Partner and Senior consultant  
Business Through People ApS*



John started Business Through People ApS back in 2012, which is Global Partner with the TWI Institute in the USA. He is a TWI Master Trainer, trained at the official TWI Institute in the US by TWI experts. John teaches TWI 10-hour courses and TWI 40-hour courses and offers coaching services and teaching in organizational psychology. John focuses on honest, kind and direct communication in the relationship between himself as a teacher and those he is working with.

John lives in a farm near Kolding in Denmark with Line and their son Niels and dog Henning. He loves to cook good healthy food and devotes himself to a lot of physical and mental training.

John has also been a coach of the Danish rowing association for 5 years, where he trained talented young rowers supported by Team Denmark.

As part of John work-life, he worked for the LEGO Group where he among other things implementing a Global Job Training Organization, across their manufacturing sites. This work is now written down in the book "Building a global learning organization" which has received a SHINGO book-award.

## Fabrizio Paolin

*Certified Trainer for Job Instruction, Job Relations, Job Methods,  
Problem Solving and Kata Simulation  
Global Partner TWI Institute*



Fabrizio Paolin graduated in Business Economics at the University of Venice - Cà Foscari. In 2011 he approached the "lean and kaizen world" for the first time and experimented the Training Within Industry programs. From 2011 on, he developed his knowledge and practice on TWI, going also to USA and Japan to attend Train the Trainer classes with Patrick Graupp and Isao Kato as Master Trainers. He is now a TWI certified trainer for Job Instruction, Job Relations, Job Methods, Job Safety, Problem Solving, Standardized Work and Toyota Kata Simulation. In 2018 he founded TWI Academy Italia, Official Global Partner of TWI Institute USA, reintroducing the Training Within Industry methodology in Italy.

## Sergio Cassinelli

*General Manager*  
Miraitek



Thirty years of experience in the IT departments of multinational companies, gained with exciting and responsible roles growing up to the position of CIO. Sergio has demonstrated how to successfully manage relevant ICT structures in technological environments and complex organizational issues through a problem-solving approach Leadership and Management approach. With the use of innovative technologies and rationalization projects I have achieved cost reduction, improvement service levels and team professionalism growth. Sergio's work is characterized by an emphasis on operational efficiency, the use of ICT as a business enabler, an innovative leadership approach and the ability to solve complex problems. I have a strong commercial aptitude and ability to understand and address customer needs. The intelligent use of process knowledge, systems and technologies has provided great success in negotiations even when the situations being addressed are complex and/or poorly defined situations.

## Alessandro Dandolo

*Managing Partner*  
Alfaproject.net



The optimization and innovation of the logistic, productive and post-selling processes have always been the focus of his professional career since the year 2000, when He cofounded Alfaproject.net as a Start Up Incubator company of Milan Politecnico.

The target was to build a corporate reality which could be able to combine the process optimization with the technological innovation, in complete independence from the supply companies.

During the years Alfaproject.net has established itself as the only italian player to be specialised and focused on the efficiency of the supply chain to attain aims of internal optimization and take new chances on the global market, in being at the side of big organizations with the delicate task of cost reduction and value generation.

The numerous experiences of product traceability with a global approach (from cradle to grave) allow today to present Alfaproject.net as a Track-Ability company, with high technological and process expertises supported by a deep knowledge of the international reference models (Lean Manufacturing, World Class Manufacturing, ITIL etc.).

A creative vision and the chance to be considered a partner with strategic influence make the core which gives the required energy to the desire to explore new markets and accept new challenges.

## Andrea Sianesi

*Dean and President of the Board*  
MIP - Politecnico di Milano



Dean and President of the Board of MIP Politecnico di Milano since 2015. He has been Chairman of the executive board of ACE, Alliance of Chinese and European Business Schools He's member of the board of directors (independent director) of two medium size Italian multinational companies of the machinery industry He's member of the International Advisory Committee of Beijing Jiaotong School of Management and Xi'an Jiaotong School of Management in China and of ESSCA Business School (France) , EADA (Spain) and of the SEB of Ljubljana University (Slovenia) in Europe. He has been member of the managing committee of ASFOR the Italian association for management education and of AIDI (National association of professor of Industrial Plants). He's member of the management board of ANIMP (National association of industrial plant).

## Alberto Portioli Staudacher

*Full Professor*  
Politecnico di Milano - Department of Management,  
Economics and Industrial Engineering



Full Professor of Operations and Supply Chain Management, loves to blend research, teaching and consulting to develop new knowledge and insight on how to effectively operate and improve service and manufacturing companies, making employees, managers and shareholders happier.

12 years in the board of the Department; 6 years Director of Studies of Management Engineering course; Director of the Lean Excellence Center at Politecnico di Milano; Director of the OPEX group at Politecnico di Milano; Director of Lean Six Sigma executive program and of Global Master in Industrial Management. Has been leading more than 100 research and consulting projects with Italian and international companies

## John Bicheno

Professor of Lean Enterprise  
University of Buckingham



John Bicheno is Professor of Lean Enterprise at the University of Buckingham, Buckingham UK. Previously he was with the Lean Enterprise Research Centre, Cardiff, where for 12 years he was course director of the M.Sc. program in Lean Operations. He has written 11 books on lean, one of which, The Lean Toolbox, has sold over 110,000 copies.

## Marco Martinini

CEO  
VICI&C S.p.A



Marco Martinini is a mechanical engineer with qualification as Director Human Resources as per ISO IEC 17024 (UNI PdR 17: 2016) and certification of Project Management Professional (PMP®). He has a consolidated experience in the industrial sector, in operations, engineering and product development, in Italy and Switzerland, with deep knowledge and successful implementations of the lean culture in different organizations. He is curious, passionate for Psychology and Mindfulness practitioner, he believes that the people development is the way to lead an organization to be successful.

He is Chief Executive Officer of VICI&C S.p.A, an Italian Small and Medium size Enterprise with more than 40 years of experience, leader in the engineering and manufacturing of solutions in industrial automation and in the metrology sector with the contactless optical measuring products commercialized under the brands VICIVISION® and METRIOS®

VICI&C S.p.A stands out for the innovation driven strategies, technology leadership and international presence and thanks to its the people centered organization and culture, it is recognized by the market for the flexibility, the quality of the products and services and for the fast customer response.

The company has received in 2019 the Best Managed Companies Award (Deloitte) that recognizes the management system under 4 critical factors: Strategy, Know How, Commitment towards its people and Governance.

## Marco Milani

CEO  
IdeaTech srl



Passionate about innovation, technology and software development. Creator of Kamaleont®, a disruptive code generator that grants a 70% boost in developer-productivity. Inventor of Slick®, a unique agile methodology aimed at controlling budget and risk. Thanks to Slick®, mid-top managers can guarantee financial and economic performance, even in innovative projects developed in highly dynamical contexts. Appreciated teacher with experience in both academic and business environment. The preferred topics are electronics, project management, web and media technologies, innovation strategies. Author of books in the area of government processes and Italian initiatives supporting industrial innovation. Inventor of a patent about automatic food baking oven.

## Rupy Sawhney

*Distinguished Professor in Industrial and Systems Engineering*  
University of Tennessee



Dr. Rupy Sawhney is a Distinguished Professor in Industrial and Systems Engineering, Heath Fellow in Business and Engineering, and Executive Director at the Center for Advanced Systems Research and Education at the University of Tennessee, Knoxville. His research in operational excellence has resulted in transformative partnerships with industry and federal organizations, and his teaching initiatives have been recognized at the university, state, and international levels, including the President's Award from the University of Tennessee system.

## David Ward

*Systems Engineering Manager*  
Flex

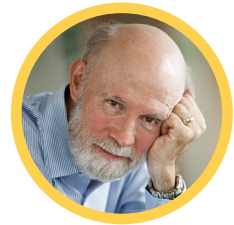


David Ward is the is the Systems Engineering Manager at Flex based in Milan. The team was set-up by him in 2015 and is currently composed of 10 Senior SEs split between Milan and Timisoara. David is ESEP qualified since 2017 and is an active member of the AISE WGs on VVT and PM-SE Integration.

David is also part of the AISE board since 2018.

## James Womack

*Founder, Lean Enterprise Institute, Inc*  
*Founder, Lean Global Network, Inc*



Management expert James P. Womack, Ph.D., is the Founder and Senior Advisor to the Lean Enterprise Institute, Inc., a nonprofit training, publishing, conference, and management research company chartered in August 1997 to advance a set of ideas known as lean production and lean thinking, based initially on Toyota's business system and now being extended to an entire lean management system.

The intellectual basis for the Boston-based institute is described in a series of books and articles co-authored by Womack and Daniel Jones over the past 20 years. The most widely known books are *The Machine That Changed the World* (Macmillan/Rawson Associates, 1990), *Lean Thinking* (Simon & Schuster, 1996), *Lean Solutions* (Simon & Schuster, 2005), and *Seeing The Whole Value Stream* (Lean Enterprise Institute, 2011). Articles include: "From Lean Production to the Lean Enterprise" (Harvard Business Review, March-April, 1994), "Beyond Toyota: How to Root Out Waste and Pursue Perfection" (Harvard Business Review, September-October, 1996), "Lean Consumption" (Harvard Business Review, March-April, 2005).

Womack received a B.A. in political science from the University of Chicago in 1970, a master's degree in transportation systems from Harvard in 1975, and a Ph.D. in political science from MIT in 1982 (for a dissertation on comparative industrial policy in the U.S., Germany, and Japan). During the period 1975-1991, he was a full-time research scientist at MIT directing a series of comparative studies of world manufacturing practices. As research director of MIT's International Motor Vehicle Program, Womack led the research team that coined the term "lean production" to describe Toyota's business system.

Womack served as the Institute's chairman and CEO from 1997 until 2010 when he was succeeded by John Shook.

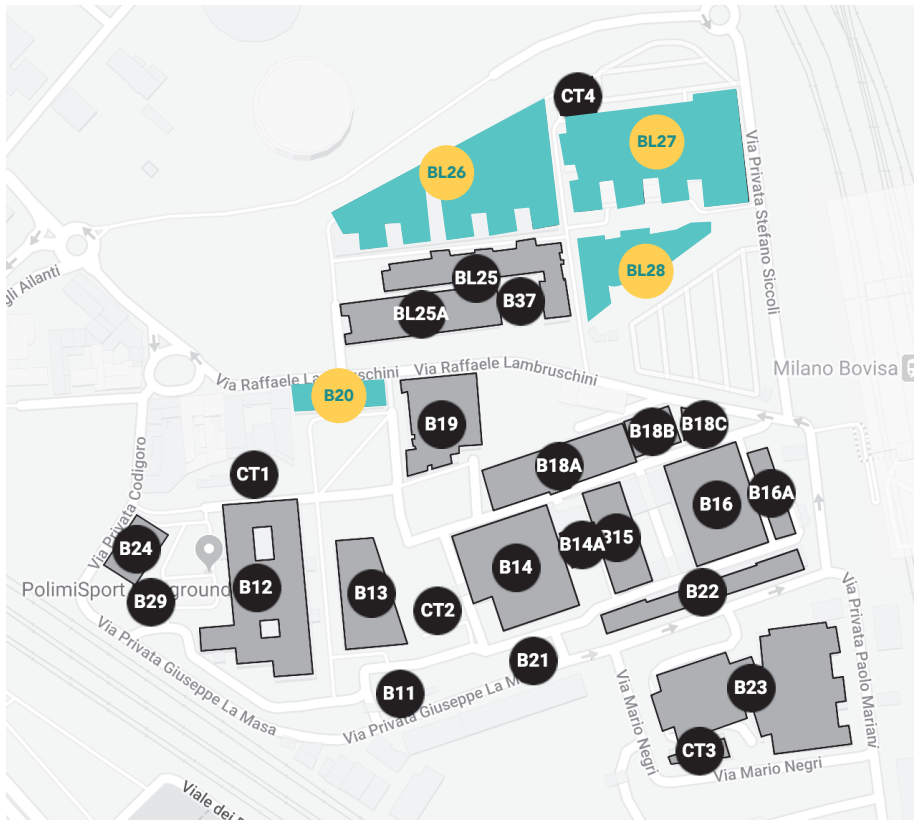




# CONFERENCE VENUE

## *Map Layout*





## B20

- MEL1
- MEL2

## BL26

- 0.1
- 0.2
- Sala Consiglio

## BL27

- Industry4.0 Lab

## BL28

- Carassa Dadda
- 1.1
- 1.2
- 2.2



*A special thanks to the  
ELEC International Organizing Committee*



**[View details](#)**