

FLEXIBILITY = COMPETITIVENESS

IN DIFFICULT TIMES, COMPANIES NEED TO TRANSFORM THEIR STRUCTURE AND WAY OF DOING BUSINESS TO STAY ALIVE, WRITES PROFESSOR CARLOS COSIO OF ITAM (MEXICAN AUTONOMOUS INSTITUTE OF TECHNOLOGY) IN MEXICO CITY.

Rigid companies die fast. Flexible organisations are oriented to opportunities, but find interesting challenges: facing global competitive pressures, new societal demands and developing structures capable of responding to challenges.

A company's flexibility relies on its ability to respond and adapt to the market, create leadership opportunities and ensure smooth administration.

competitive pressures, responding to new societal demands and developing the employment structures to respond effectively and quickly to competitive and social demands.

Key to meeting these challenges is creating flexible organisations, developing flexible individuals and building cohesive cultures.

Create flexible organisations

Responsiveness occurs at the front lines. At the corporate head offices, we're far from the action, problems and immediate decisions. In each region, a multi-site company needs leaders who can manage the opportunities and respond to environmental pressures. Such autonomy is only achieved when operating in a decentralised manner, empowering managers and promoting diversity.

A flexible company always focuses on its markets, looking for competitive leadership in each of them, working to harness their talents, synergistically integrating complementary teams and aligning its resources and systems. The flexible organisation is receptive, fast and adapts quickly to new conditions.

Develop flexible individuals

The structures are only as good as the individuals who formed them. We must stimulate creativity, responsiveness and leadership continuously. Our staff needs to be empowered to form a true conscience for each profit centre of the enterprise. And we should integrate work teams to replace the rigid structures of the past. Therefore, a wide range of talents should be recruited.

Inertia in management policies exists in the field of intelligence and inability to create options with openness and imagination. Flexibility requires mechanisms to generate a sense of urgency when modifying projects, responding to the challenges, questioning the validity and relevance of what we do.

Building cohesive cultures

The greater the decentralisation, delegation and diversity, the greater the need to strengthen a common culture that brings together every part of a company.

We require a community of purpose and organisational values to put us all in the same boat. Without such a unifying culture, flexibility becomes anarchy and chaos.

The unity of the whole enterprise is achieved by obeying orders and acting with good judgement. Performing with freedom promotes flexibility and teamwork should become a culture.

In summary, the flexible organisation optimally exploits its opportunities and resources, always learning quickly and effectively. Only then can we grow and remain competitive today.

Individuals who are part of flexible organisations evolve continuously while stimulating their creativity. By building cohesive cultures with values and objectives, unity is achieved. Flexibility helps us to take advantage of resources and opportunities to operate and grow.

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A good friend told me about his family's soap manufacturing business. Their product line has been virtually the same for decades and the regional market hasn't grown. His company has been going downhill because of global and domestic competitors' innovations, while he never wanted to take any risks. Every time his collaborators proposed a new idea, he requested evidence that it was what the market wanted.

Maarten van den Bergh, from the European company Royal Dutch Shell, outlined how companies have to create the conditions to exploit opportunities in a turbulent environment, transforming the company structure, management style and way of doing business. Let's analyse his proposals.

Flexible organisations have to be oriented to opportunities, but on the way they're up against three major challenges: facing global

THE PROCUREMENT IMPERATIVE

ONE OF THE QUESTIONS FACED REGULARLY BY PROCUREMENT AND SUPPLY CHAIN PROFESSIONALS, PARTICULARLY FROM SENIOR MANAGERS, IS 'WHY SHOULD I BE INTERESTED IN PROCUREMENT?' SAYS MARK HUBBARD, DIRECTOR OF POSITIVE PURCHASING LTD. MARK IS A TRACC DEVELOPMENT PARTNER.



If we look at a typical manufacturing-based organisation, then an accounts analysis suggests that as much as 50-60% of the sales dollars will be spent with suppliers. The challenge is how that expenditure is managed to ensure that the best value is provided to the business. If managed appropriately, then this may be a source of competitive advantage in the market place. Conversely, if the expenditure is managed inefficiently then the business must be at a competitive disadvantage.

and ensure that the approach to acquiring value for the business from the supply chain is professional?

A more strategic approach to purchasing and procurement has been developed over the last 20 years. Sometimes referred to as category management, a coherent strategy links the ways in which particular products or services are bought within an organisation to ensure best value for the business.

Many category management practitioners have adopted the approach to establish the opportunities in the marketplace, identify new approaches and then effectively implement those approaches. It's striking that this approach isn't used universally in businesses with significant supply chain operations. The scale of available opportunity where this type of approach hasn't been adopted often reaches between 5 and 10% of the business purchase costs. Even techniques as simple as price levelling aren't well used and applied within many businesses.

More sophisticated techniques are available and are being written about in a variety of business texts. Much of the available opportunity boils down to developing an up-to-date and in-depth understanding of the current marketplace to see if there's a new way of satisfying business needs.

Even more opportunity is available by ensuring that the end-to-end acquisition costs of particular products or services are understood and open to challenge. By linking concepts such as the cost of quality to purchasing strategies, it's often possible to influence supply chains, altering the risk profile to a more acceptable level, with consequent value delivery to the business. With the spread of tools available to a seasoned strategic sourcing practitioner, there's a wide range of opportunity within any particular expenditure area which can be linked into a series of change programmes to deliver rolling benefits over several years.

We also can look at the value to be attained from supplier relationship management. An interesting question for senior managers is to get their view of how key and critical customers are managed and who's managing those critical customers. It's likely that there's a clear view of the names of the customers and key account managers. Ask the same question about who the key suppliers are and who's responsible for managing those suppliers, then there's often uncertainty. Strategic relationship management seeks to address that particular gap by ensuring that the value available from critical suppliers is truly captured and managed. Where this is done well there's often a dramatic uplift in value to both parties.

A few organisations have developed truly world-class sourcing approaches, where sustainable value delivery is achieved year-on-year, all of which is closely aligned to the core business strategies. To achieve this, a broad range of skills and capabilities, organisational approaches, systems and attitudes need to be put in place. It takes much insight and knowledge for an organisation to achieve a high level of self-awareness in this area and many businesses need substantial help to upscale organisational capability to the level necessary for sustained benefit and value contribution.



A professional approach in purchasing will affect general business figures. Fundamentally, every dollar saved equates to a dollar on the bottom line. This is a surprisingly cost-effective way of impacting profit levels.

That's not the whole story. Make sure the supply chain is adding significant value to the business, not only through appropriate pricing, but by ensuring an understanding of the value required to be delivered to the end-customer and other stakeholders. Making sure that the goods and services acquired contribute the appropriate value into our business is the challenge.

The imbalance between the belief that sales activity contributes more value to businesses compared to the value that procurement delivers can be illustrated by examining your local bookshop. Business bookshelves will contain a wide selection of books on selling more effectively. But the number of books available on purchasing is disappointing. This scenario also applies to available training offerings on uplifting skills and capabilities within purchasing organisations.

Given that most transactions will have been initiated by a salesperson interfacing with a procurement person, there seems to be some advantage to the sales team. How can we redress the balance

“How can we redress the balance and ensure that the approach to acquiring value for the business from the supply chain is professional?”



Fernando Teixeira



Pedro Torres

K-LEAN for KELLOGG'S EVOLUTION

IMPROVEMENTS EXCEEDED EXPECTATIONS AFTER KELLOGG'S EMBARKED ON ITS WCM JOURNEY. FERNANDO TEIXEIRA, KELLOGG'S MANUFACTURING DIRECTOR FOR MEXICO AND CENTRAL AMERICA, AND PEDRO TORRES-RIVERO VALENOTTI, CCI ON-SITE PROJECT COORDINATOR, DESCRIBE THE PROCESS.

The world production leader for cereals, snacks and alternative food, Kellogg's, had decided to implement K-Lean, the name for the global journey to implement world class manufacturing at all its plants in Latin America.

Headquartered in Battle Creek, Michigan, USA, Kellogg's has a presence in 180 countries, with eight plants in Latin America; four of them in Mexico. In 2009 Kellogg's had sales of \$12.6 billion for flakes, cookies, cereal bars, breads, waffles and alternative food.

Before embarking on the WCM journey, Kellogg's defined several challenges: world economic changes; supporting consumers and clients; how the supply chain could be a facilitator and not an obstacle; developing people to manage the business in the future; and creating future results today.

After a selection process during 2008, Kellogg's selected CCI and TRACC to support K-Lean implementation at its Mexican plants in Queretaro, Linares, Toluca and Mexicali. The Linares, Toluca and Mexicali plants were targeted to receive training in Leading and Managing Change, Teamwork, Focused Improvement and 5S. During the assessment phase the Queretaro plant was identified as ideal to convert plant capacity improvements quickly into product sales and cash flow. A 42-week plan was designed using additional CCI resources to expedite achieving incremental capacity, reducing downtime and waste.

PLANT	QUERETARO	TOLUCA	LINARES	MEXICALI
START UP	APRIL 09	MAY 09	MAY 09	NOV 09
IMPLEMENTATION SCHEME	3 PILOT SITES AT PROCESS LINE	1 PILOT SITE	ALL PLANTS	TBD
	6 PILOT SITES AT PACKAGING LINE			
	2 PILOT TEAMS TO TRANSFORM AND INTEGRATE CURRENT MAINTENANCE STRUCTURE			
	SPECIAL CHALLENGE QUICK WINS (6 MONTHS)			

Here, the Process and Packaging lines were selected as pilot sites. After a Loss and Waste Analysis, historical production volume data was evaluated to determine main breakdown causes. From this LWA, improvement projects were identified for execution during the next six months. A critical issue was using new teams to implement K-Lean and achieving improvement at the same time. Opportunities were identified for non-planned shutdown, cleaning, fumigation and adjustments. Also, other opportunities that surfaced during project execution were added to the list. Each product requires a specific production equipment combination, especially at the Corn Combo line.

The fumigation procedure was unique to the overall plant and needed

almost one shutdown day a month. Equipment cleaning procedures weren't standardised - each operator followed his own procedure, while others didn't know any procedure or time required to complete adjustments.

Another important matter was energy consumption (water and steam) which contributed to non-planned interruptions of steam supply and waste generation in the production process. Instability made it difficult to schedule set-up preparation and changeovers. These unpredictable events led to frustration in certain production and utility processes.

Fortunately, a training programme was developed for the three Task Forces and internal trainers were trained to support the implementation process. Thus the foundation for quick wins was created. Multidisciplinary Team (MDT) and Shift-based Team (SBT) meetings were started to track and focus on problems during shifts and they reduced response time by more than 50%.

Maintenance Efficiency Analysis (MEA) showed that non-planned shutdowns caused big problems at the packaging lines. This guided the maintenance area to focus on problems caused by spares and resources unavailability and maintenance inefficiency. Preventative maintenance proved to use less time and increase availability of certain equipment.

A valuable tool during implementation was Leader Standard Work for line supervisors in their daily or routine work and process mapping during problem-solving analysis sessions. LSW allowed remarkable improvement opportunities in various production process areas.

Improvement projects developed at the time of going to press:

AREA / TOOL	PIP	SMED	FSA	5W	KAIZEN BLITZ
PROCESS	3	2	8		1
PACKAGING		1	8		1
MAINTENANCE	2	1	3		2
PLANT	1				

Set-up Time Reduction (STR) was used in the fumigation process, achieving a drop of 40%; allergenic cleaning time at line 14A in Packaging improved; and the number of boxes produced increased by 50%. Also STR initially was applied to the steamers' maintenance on the Corn Combo line and a potential reduction of up to 40% in the first stage and up to 64% in the second stage was shown. As a result of these improvements plant capacity was increased by 3% per annum. Although additional capacity improvements are identified, these will require careful study and the completion of Kaizen Blitz projects before they're implemented.

Intangible benefits from the TRACC implementation include the improvement of worker-supervisor-manager relationships and expansion of the internal capability of the Kellogg Mexican plants

to conduct training using staff resources.

In supporting K-Lean, the TRACC implementation achieved a major expansion in training hours per worker and the number of trainers as per the chart below:

PLANT	QUERETARO	TOLUCA	LINARES	MEXICALI
TASK FORCE	3/10	1/12	3/6	ONGOING
CERTIFIED TRAINERS	12	6	9	
TRAINED PERSONAL K-LEAN	242	100	500	
HH TRAINING	75,000/5 WEEKS	30,000	150,000	

Productivity has improved and using teamwork, management noted a number of operational changes: more eyes looking for and eliminating waste; reducing production cycle time; 4% pa capacity increase on Packaging; reducing non-productive time (cleaning and fumigation); 40% time reduction for fumigating all plants; 66% time reduction for cleaning dryers (Proctor).

Currently, Kellogg's teams assisted by CCI consultants plan to develop a series of Kaizen Blitzes for maintenance procedures at the Queretaro plant to reduce maintenance intervention time.

Also, some steps planned for 2010 are: prioritising manufacturing; rolling out K-Lean/TRACC on the shop floor; implementing K-Lean at all Latin American plants and achieving standardisation throughout.

SEEDS of SUCCESS

DUPONT'S HEDRICK IOWA PLANT, WITHIN ITS PIONEER HI-BRED BUSINESS, DEMONSTRATES THE EFFECTIVE USE OF A PILOT TRACC LAUNCH TO DRIVE QUICK BUSINESS RESULTS AND MOMENTUM. PHASE 5 GROUP ASSOCIATE DIRECTOR COLIN MAHON EXPLAINS.



DuPont puts science to work by creating sustainable solutions essential for a better, safer, healthier life for people everywhere. Operating in more than 70 countries, it offers a wide range of innovative products and services for markets including agriculture, nutrition, electronics, communications, safety and protection, home and construction, transportation and apparel.

Having started the journey towards operational excellence through the DuPont Production System (DPS), the organisation partnered with Phase 5 Group and TRACC in January 2009 to enhance and expand the programme. DuPont plans to employ TRACC in its entire global footprint of 300+ manufacturing sites, having already deployed to 60 sites by the end of the first year.

The Pioneer Hi-Bred business is the world's leading developer and supplier of advanced plant genetics to farmers worldwide. Its Hedrick, Iowa site was one of the first to start the TRACC process. Hedrick produces, packages and distributes about 3.5 million soy and corn seed units to customers in Pioneer's western business unit.

During the summer season, operating teams run a heavily machine-dependent PROBOX® process, in which plant operators work 24/5 to inspect, clean and store for re-use approximately 40 000 bins (PROBOXs) that carry Hedrick's conditioned seeds to the farms for spring planting. Hedrick's site steering committee decided to pilot TRACC in the PROBOX process. While creating excitement for TRACC introduction to other site processes, the goal was to improve performance.

The PROBOX pilot focused largely on the best practices of Teamwork, 5S and Visual Performance Measurement, training teams and team leaders prior to the PROBOX season start. As the PROBOX process began, the team meeting boards were a key focus area. Daily shift handover meetings became a place of team communication and motivation, resulting in a clear demonstration of the skills acquired through the training interventions. Jumping from 2008's mode-

rate performance, Hedrick finished as a top performing location across the entire Pioneer footprint for the 2009 PROBOX process. While Pioneer as a whole processed an average of 32 PROBOXs an hour, Hedrick averaged 39 PROBOXs an hour for the entire season. During the last three weeks of the season Hedrick averaged 45 PROBOXs an hour.



Energy, excitement and confidence infuse the entire Hedrick facility thanks to the PROBOX pilot success. It has built momentum for implementation started in November 2009 in the conditioning and packing process. The facility plans to implement Teamwork, 5S, Visual Performance Measurement, Focused Improvement and Business Centred Maintenance across the site.

Apart from significantly improving operations in the PROBOX process, the pilot at the Hedrick facility has resulted in a workforce that has seen success firsthand and is eager to apply TRACC to other site processes. Now well into the conditioning and packaging season, Hedrick is seeing similar performance improvements and anticipates meeting aggressive packaging goals.

Garnering support for unfamiliar activities is often difficult, but through effective use of pilot launches an organisation can drive business results while building support among employees.





SMOOTH PROGRESS

IN AUGUST 2008, NILE BREWERIES LTD (NBL) WAS AMONG THE FIRST TEAMS TO KICK-START THE PROCESS OF ADOPTING SABMILLER'S MANUFACTURING WAY.

Substantial deliberation and preparation already had been invested in the concept prior to adopting it officially. With the decision ratified to engage CCI-GrowthCon's services to facilitate the process, baseline assessments started. Thus Uganda became the first country to embark on the journey, followed by Zambia, Tanzania and Botswana.

Baseline Assessments

Detailed assessments to evaluate maturity levels were conducted according to Global Evaluation of Manufacturing (GEMS) criteria, as well as detailed Loss and Waste Analysis studies of the plant. Significant savings were highlighted through the Loss and Waste analysis and projects were identified to leverage these.

Steering Committee Workshop

The NBL 'Steercom' comprises technical level 3 and trade union representatives as key stakeholders. After an initial workshop, they drafted a comprehensive project charter that also defines individual KPIs in line with those of the company for the year ahead. To maintain focus, the steering committee reviews these KPIs weekly.

Steercom L&MC (Leading and Managing Change) is a leaner derivative of the committee with representation from technical, HR, trade union and finance. It has proved highly instrumental in steering the change process.

Achievements such as seamless integration of the new organisational design model and further roll-out of Manufacturing Way work practices throughout the shop floor have provided ample evidence of this structure's efficiency.



Taskforce Training and Implementation Plan

Significant investments in training have been made to support an effective Manufacturing Way implementation. This started with a well-structured training process involving Steercom and Taskforce orientation, right through to personnel on the shop floor. Amid other major projects in progress, the quality of planning and scheduling has been an impressive accomplishment. Among the other projects in progress are construction of a new brew house and installation of a new packaging line.

Six Taskforce members underwent an intensive Train the Trainer programme in preparation for roll-out of MNF work practices to the shop floor. Then, after delivering GEMS training to the Taskforce members, it was finally time for the rubber to hit the road.

Based on experience, a phased process was instigated by tackling foundation work practices including Teamwork, 5-S, Focus and Performance Measurement and Control during the first phase. The idea was to entrench these values to stage 3 GEMS status.



Internal GEMS assessments are now a matter of monthly routine. And while it's still early days, KPI numbers have shown steady improvement - indicating that efforts are focused correctly.

Profit Improvement Projects

Launching four PIPs across the full technical division at NBL has been a key milestone in the Manufacturing Way implementation. This is an area where return on investment can be measured clearly.

The four projects are:

- Malt transfer loss reduction in brewing
- HFO usage reduction in Utilities
- Solomatic labeller downtime reduction
- Palletiser downtime reduction in Packaging

Manufacturing development manager Fred Balikagira has the last word, "Results to date have been very encouraging and valuable lessons have been learnt along the way. One can comment that the next batch of PIPs to be identified will be handled smarter, thanks to the learning experience gained so far."

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V5 VOOMA!

TO RE-INVIGORATE CONTINUOUS IMPROVEMENT PROCESSES THE WORLD OVER, TRACC VERSION 5 HAS BEEN UPDATED.



1000+ new bites of knowledge, examples, templates and functionality

More than 10 000 hours of development have resulted in 1 000-plus new bytes of content, examples, templates, tools and functionality in the re-energised TRACC V5. Thirty co-developers worked on the project worldwide, in addition to in-depth input from global TRACC clients such as DuPont and HJ Heinz. The result is a cutting-edge version incorporating the latest trends and thinking in continuous improvement.

CCI products director Pat Whelan stressed the importance of TRACC V5's availability in multiple languages. Version 5 will be translated into Chinese, Dutch, French, German, Hungarian, Indonesian, Italian, Japanese, Korean, Polish, Portuguese, Russian and Spanish. Assessments will be available in 10 other languages and will be scheduled on client request.

New features in brief are:

- A new EHS TRACC
- 6 New workshops to add more depth to learning
- 20 New Implementation Actions and Stop 'n Thinks
- 40 Revamped workshops including detailed Facilitator Guides
- New ideas and insights from collaboration with TRACC clients
- Ready-to-use templates and tools stored in digiTRACC
- An enhanced multi-site roll-out methodology
- Modern, user-friendly digiTRACC interface

Whelan detailed TRACC V5's key differentiators, "The enhanced implementation methodology empowers clients to 'own' the process and create internal TRACC expertise. A heavier focus on 'people' issues and standard work ensures engagement and sustainability. There's also enhanced integration between TRACCs and greater alignment with other continuous improvement initiatives such as Lean and Six Sigma.

"Because of enhancements to the Leading and Managing Change TRACC and the multi-site implementation methodology, the transformation process can now be rolled out across many plants simultaneously - facilitating global implementation. And thanks to the coaching thread that runs throughout TRACC, companies can focus more strongly on coaching at all organisational levels. In addition to the detailed Facilitator Guides included in every TRACC workshop, trainers are assured of all necessary training tools."

The enhanced digiTRACC 5.0 makes it possible to map across versions for tracking and comparing assessments and progress across different TRACCs. Clients can drill down in the Planner to access the detailed process plans for each Implementation Action and Stop 'n Think. TRACCkit, the library of continuous performance support tools, provides value-adding tools and templates stored at Stage and Action level to facilitate implementation and ensure sustainability. TRACC training workshop material (workshop slides and participant workbooks) may now be accessed in digiTRACC.

For added value, new Support Services provide access to e-Learning and system training material to help new users get up and running and fast-track people as power users. Value-added services such as subscriptions to 'What does Good Look Like?' (WGLL) and TRACC newsletters also are available. Very useful is TRACClog, a new ideas or improvements logging system that will track and report on ideas or suggestions and improvement concerns from clients.

Other exciting enhancements in the TRACC development pipeline area:

- Supply Chain TRACCs (suite of 10)
- Environmental Sustainability TRACC
- Human Capital TRACC
- Administrative Excellence TRACC

SUMMIT SUCCESS

A high level of interest from senior manufacturing executives was shown in the TRACC stand at the successful European Manufacturing Summit held late last year in Düsseldorf. According to CCI's Richard Hillier, awareness of the TRACC brand was created through the 'TRACC: Your GPS for Continuous Improvement' concept, looped on a large screen in the middle of the stand. CCI senior vice president Kevin Whelan and Blom CEO Ton Aerdts also held a workshop entitled *Combining the implementation experience of Blom Consultancy and CCI's unsurpassed Continuous Improvement system TRACC*. Said Hillier, "The event was such a success that a deal was negotiated to attend this year's event to be held in June."



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2010 CONFERENCE MUSTS

2010 IS THE FIRST YEAR IN WHICH TRACC WILL HOST GLOBAL CONFERENCES IN ASIA PACIFIC, EUROPE AND NORTH AMERICA.

Asia Pacific

In March we kicked off in Shanghai, China with a two-day conference on *Fast Track your People Development for Continuous Improvement*. The conference was supported by an industrial tour to the Suzhou factory of Coca-Cola Bottlers Manufacturing Holdings Co Ltd (SCMC).

In tough economic times, it's difficult to focus on people development. However, this really is the best time to build the foundation that will ensure manufacturing competitiveness into the future. Manufacturing managers in world-class operations place a high priority on having a high-skilled, flexible workforce because they drive manufacturing performance through the continuous development of their people.

Keynote speakers were Kwok Hoe Choy, CSC Asia director of learning and organisation development. He discussed *People Development for Continuous Improvement*. Gary Thomas, HJ Heinz global director of Continuous Improvement & OMR, addressed *The FEW and the PROUD - Leadership, the one key ingredient in Continuous Improvement*.

Case Studies were presented by speakers from Aqua DANONE, Can-Pack SA, Coca-Cola China Limited (CCCIL), CSC, Kellogg's, Heinz, Swire Beverages and SCMC.

Europe

The next TRACC global conference, Sustainable Continuous Improvement in TOP GEAR, will take place 9-10 June in the Czech Republic. It will be supported by a plant visit to Plzensky Prazdroj Brewery nearby.

The next generation of world class companies realise that sustainable CI needs a systems approach that ensures codification and

collaboration to embed CI into the fibre of the entire organisation. This requires well-engineered, complete solutions that provide a reliable road map with built-in safety. Organisations at the forefront of the race are committed to an operational excellence approach that ensures sustainability.

Case studies will be presented by speakers from Du Pont, Heinz, Can-Pack, Siemens and SABMiller.

The Americas

This year TRACC combines the North American and Latin American conferences by hosting one conference in Houston, Texas on 16 and 17 September, adding two-day What Does Good Look Like? (WGLL) workshops (TRACC Alliance) around TRACC Implementation Actions on the 14th and 15th. The theme will support new thinking in Continuous Improvement that goes beyond Lean and Six Sigma.

For more about these conferences, please register for TRACC's WGLL service and you'll be updated about all the TRACC Global Conferences via email. [To register go to www.etracc.net](http://www.etracc.net).



The CCI Asia Pacific cricket team members with their TRACC Parrots t-shirts.



JUST CRICKET OLD CHAP

Having grown into one of Shanghai's premier sporting events, the 11th Coca-Cola Shanghai Cricket Sixes 2009 held late last year and co-sponsored by TRACC, was a weekend to remember. A barrage of celebrity fast bowlers, 16 men's teams, including the famed TRACC Parrots, and the Zaheer Abbas Cricket Academy in Pakistan, Japan and Singapore gave it their all during a smashing series. The latter participated in the first-ever Women's T20 tournament. All event proceeds were donated to a community sport programme, Sport for All.



GREAT MINDS GATHER

At the successful 11th annual Lean Six Sigma & Process Improvement Summit 2010 more than fifty-five of the best minds in Process Improvement brought their best practices to the table to help delegates define and manage their business critical strategies for the new world. Among these speakers were CCI Inc president Glenn Leask, who discussed *Implementing a*

Sustainable World Class Management Framework; and TRACC client Gary Thomas, director Continuous Improvement & Operational Risk at HJ Heinz, who addressed *Changing Culture in a Global Company*.

CCI was one of the workshop sponsors at this event in Orlando, Florida and will be taking key sponsorship at the 2011 event.