

Presenting IXPERION's 4th Annual Finance Conference:

Six Sigma in Finance

First ever **European Six Sigma Summit**
exclusively to focus on Six Sigma
in **all** Financial Processes

Summit: 25th & 26th May 2004
Six Sigma Workshops: 24th May
Hilton Kensington, LONDON

Organised by:



**Hear from Industry Leaders who have taken Control
of their Quality in Finance:**

- **GE Capital** on how to elevate your call centres to revenue generators in financial services
- **HSBC** on how to get Six Sigma off to a right start – Powerful project selection to enhance customer satisfaction and loyalty
- **Lloyds TSB** on how to utilise Six Sigma training to establish a future leadership pool
- **Skandia** on how to channel Voice of the Customer data for revenue growth in investment and insurance operations
- **Toshiba** on the synergy of Six Sigma and the Balanced Scorecard for projects in finance departments

Benefit from 4 practical Six Sigma Workshops:

- A In-depth Introduction to Six Sigma Deployment Strategies in the Finance Sector**
Enzo Di Nunzio, Managing Partner, Six-Winners
- B Transform Data into Revenue Growth**
Collect the *right* Voice of the Customer Material for your Six Sigma Processes
John A Goodman, President TARP and Henry Jones, Senior Consultant TARP
- C Project Selection to Secure Customer Satisfaction & Loyalty**
Jon Theuerkauf, Master Black Belt, HSBC and John A Goodman, President TARP
- D Reduce Variation Before it Occurs: Design for Six Sigma in Finance**
Quentin Brook, Managing Director QSB Consulting Ltd

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**Case
Studies
& Expert
Commentary:**

Merel Ritsma
Master Black Belt
GE Capital
Alexander Steiner
Chief Financial Officer
Skandia Germany
Jose Calero
VP Business Transformation & Projects
JPMorgan Chase – Asset
Management

Jackie Cazar
Vice President
Bank of New York

Tim Davis
Senior Manager Sigma Training
Lloyds TSB

Hugh Aitken
Vice President Operations EMEA/Asia
Pacific
Sun Microsystems

Pej Danaee
Master Black Belt
NCR Finance

Jon Theuerkauf
Master Black Belt
HSBC

Peter Winterton
Six Sigma Deployment Leader
Britannic Assurance

John Selkirk
Supply Chain Director EMEA
Motorola

Stephen Corr
Director Commercial Operations, Lean
Enterprise Group
Rexam

Michael-A. von Hirsch
Senior Manager Six Sigma Deployment
Toshiba

Dr Radouane Oudrhiri
Chief Technical Officer
Systonomy

Tim Beal
Change Management Consultant
Marlborough Stirling

Sal Puaar
Head of Product and
Process Leadership
Celerant Consulting

John Goodman
President
TARP

Enzo Di Nunzio
Managing Partner
Six-Winners

Karen Gadd
Director
Oxford Creativity

Quentin Brook
Managing Director
QSB Consulting Ltd

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Six Sigma Workshops: 24th May 2004

In-depth Introduction to Six Sigma Deployment in the Finance Sector Whole-day Workshop A : 9:30 – 16:30

Many organisations achieve significant success with their Six Sigma pilot projects only to encounter difficulties as they roll out the programme across their business. This interactive workshop will equip you to maximise your deployment of Six Sigma beyond the pilot phase. You will discover how to secure success from both your organisation's and your customer's perspective. Key are the deployment strategies to address some of the most frequently occurring issues including:

- **Prioritising different opportunities for deployment**
- **Developing, managing and sustaining a balanced programme**
- **Engaging middle management**
- **Sustaining the climate for change**
- **Aligning project selection to the strategic needs of the business**
- **Developing Process Management**
- **Leveraging projects across the wider business or set of businesses**
- **Commencing DFSS projects**
- **Ensuring that improvements are translated to and realised on the bottom line**

- **Effective internal communications**
- **Developing the appropriate people skills and resources**
- **In-sourcing Six Sigma Training**
- **Identifying and adapting 'best practices'**
- **Overcoming unforeseen hurdles**

Attendees will have the opportunity of sharing their experience and learning from others tackling these and related challenges. From this session you will take away the tools, techniques and understandings your company needs to achieve and maintain Six Sigma success.

Facilitator: Enzo Di Nunzio, Managing Partner, Six-Winners.

Enzo Di Nunzio has a strong background in leadership, business development, marketing and sales with a solid basis in finance, engineering and IT, all of which he applies in the context of the deployment and training of Six Sigma, Work-Outs and EFQM. He worked at GE for seven years as part of the leadership team in the capacity of European Quality Leader & Key Projects and European Sales Director.

As a GE trained and certified Quality Leader, he introduced Six Sigma and trained Leadership Teams and dozens of Green and Black Belts, leading the initiative and guiding process improvement / redesign teams who lead in a positive cultural change as well as multi-million quality net incomes.

Transform Data into Revenue Growth!

– Get the right Voice of the Customer Material for Your Six Sigma Projects

Masterclass B: 7:30 – 11:00

Most six sigma projects are selected solely on the basis of obvious tactical savings. The voice of the customer is seldom used to the fullest; in fact 70% of the time it has little or no impact on the organization. This hands-on workshop will allow you to understand the revenue and market impacts that improved quality can create, and then how to fully estimate them. In many cases the revenue implications of improved service and quality are ten times the cost implications. Get your projects off to a right start with data that matters! From this workshop you will take away:

- Understanding customer behaviour and implications in both the consumer and B2B markets
- How to conservatively estimate the revenue impact of poor quality and service in a manner that the CFO will accept.
- Estimating the hidden incremental cost of less than perfect service
- Implement a methodology that will allow integration of disparate quality reports and data sources into a unified picture of quality and allow setting of clear priorities
- Communicating and negotiating benefits statements with the Finance function
- Leveraging the Six sigma process to create a unified Voice of the customer feedback system

Break away from most organizations that try to use disparate sources of customer feedback, which are often contradictory. A unified Voice of the Customer process will eliminate the contradictions and noise in the system that causes dysfunction. Use your data for revenue growth and maintain full Six Sigma standards in your Finance operations.

Joint Facilitators: John A Goodman, President – TARP. In 1972, Mr. Goodman became a founding member of TARP. Throughout his career he has managed more than 600 separate customer service studies, including TARP's White House sponsored evaluation of complaint handling practices in government and business. Mr. Goodman received an M.B.A. from Harvard Graduate School of Business Administration.

Henry Jones, Senior Consultant – TARP. Henry started working as a client relationship manager for TARP in 1999 following a successful time working in the Finance Sector. As well as running TARP's European operation Henry has worked closely with a number of key clients that include: AIB, Homebase, TNT, Hays, lastminute.com, WHSmith, UPC, Vodafone and Yves Rocher. Henry holds a BSc in Psychology and an MBA from Imperial College.

Project Selection to Secure Customer Satisfaction and Loyalty

Masterclass C: 11:30 - 15:00

The success of each Six Sigma initiative depends on accurate selection and management of the right projects. This practical workshop by TARP is based on working experience with GE Capital, HSBC, Motorola, and others. TARP has identified, in conjunction with HSBC's senior black belt, that a major weakness of Six Sigma lies in its focus on cost cutting. Too little emphasis is placed on identifying those projects that enhance customer satisfaction and loyalty. In this session you will find out how you can get YOUR game plan right.

- Realising the importance of Customer Satisfaction & Loyalty for your project selection
- Shifting management's view of Six Sigma from being a tactical tool to being a strategic change process that they must support and participate in.
- Gathering the data that quantifies the revenue impact of problem areas
- "Is this a Six Sigma worthy Project?" - Establish a communication infrastructure from the Black Belt level to the boardroom
- Fully assessing the costs of an operation or function using activity based costing (ABC)
- Correctly scoping projects to allow logical linkage of impacts to project actions
- How to identify, implement, and monitor your Six Sigma projects
- Setting up a scheme to credit and certify Six Sigma success

This workshop will provide you with the experience of avoiding the common pitfalls of project selection, so you can concentrate your efforts back home on the right targets to achieve the right results!

Joint Facilitators: Jon Theuerkauf, Master Black Belt - HSBC & John A Goodman, President – TARP. In 1972, Mr. Goodman became a founding member of TARP, a research and consulting organization that specializes in customer service and quality improvement. Throughout his career John has managed more than 600 separate customer service studies, including TARP's White House sponsored evaluation of complaint handling practices in government and business. He has taught courses on quality measurement and improvement for Wharton Business School Executive Education and the American Society for Quality. He received an M.B.A. from Harvard Graduate School of Business Administration.

Reduce Variation Before it Occurs:

Design for Six Sigma in Finance

Masterclass D: 15:30 – 19:00

Critical elements of DFSS (such as design complexity reduction, Design for Manufacture, mass customisation and risk assessment), are well documented and understood in the manufacturing environment, but less so in service and transaction. All these principles are at the core of Design for Six Sigma and remain just as relevant and have equivalent applications in financial processes. The opportunities for defects to occur can be significantly increased in all financial service operations, due to the less tangible and more bespoke nature of financial products and services. This lively tutorial will show its participants the particular value of DFSS to prevent the increase of variation at the design phase. You will discover:

- Approaches to assessing the complexity within your processes.
- Techniques for reducing complexity at the process design stage, and during DMAIC projects.
- Using FMEA as a primary tool for risk assessment in process design.
- Reducing the complexity of data collection systems and KPI structures.

Facilitator: Quentin Brook is Managing Director of QSB Consulting Ltd, a specialist provider of Six Sigma consultancy based in Europe, and author of the book "Six Sigma and MINITAB – A Tool Box Guide for Managers, Black Belts and Green Belts", published in January 2004. Quentin developed his experience of statistical tools in the automotive industry of Detroit and aerospace industry of the UK before moving into business consultancy in 1998. Having trained in Six Sigma with GE Aircraft Engines in Cincinnati, he then set up QSB Consulting in 2002 to focus on the provision of high quality, practically orientated Six Sigma training. His clients include British Telecom, Zurich Financial Services, Tomkins Plc, Siemens, and Basell Polyolefins.

EARLY BIRD DISCOUNT

Register before 17th May and save up to £400!

Tuesday, 25th May 2004

8:00 Coffee and Registration

8:30 Chairman's Opening Remarks

Welcome and brief outline on Six Sigma as an essential quality initiative to secure competitive advantage for Finance operations.

John Selkirk, Supply Chain Quality Director EMEA – MOTOROLA

8:45 Extending Six Sigma from its Manufacturing Origins to Billing & Accounts

More than just a statistical toolbox, Six Sigma develops from its initial stages to an ever more complex but far-reaching management strategy, linked with succession planning. This presentation will highlight the various phases a multi-national organisation goes through after successful Six Sigma implementation in all business areas, including the financial department.

- How Six Sigma transforms the company, and how a transformed company re-defines initial Six Sigma targets
- From Six Sigma to Sun Sigma - Assessing the importance of a Sun Sigma in Billing & Accounts
- Sun Sigma Management System as a result of Six Sigma evolution

**Hugh Aitken, Vice President Operations EMEA/Asia Pacific
SUN MICROSYSTEMS**

9:30 Six Sigma for Call Centres in Financial Services

- 1 GE – Financial Services & Processes
- 2 Process improvement at GE
- 3 Call Centre & Six Sigma – All about the Customer
- 4 Call Centre Framework:
 - Understanding Customer Needs
 - Translate into Real Metrics
 - Provide Best-in-Class Service

Merel Ritsma, Master Black Belt – GE CAPITAL

10:15 Networking Coffee Break

10:45 Six Sigma Focus on Voice of the Customer for Insurance Operations

Customer interface is a crucial provider of data to guide quality improvement efforts. Successful Six Sigma implementation is fundamentally based on the utilisation of an effective database. This case study will examine how customer data can be optimised for revenue growth by:

- Introducing process orientated thinking within an Insurance Company
- Understanding the types of analysis and modelling that can be used to determine customer requirements
- Reducing contract cancellation
- Installing a control system to sustain the gains

**Alexander Steiner, Chief Financial Officer – SKANDIA GERMANY
Sal Puaar, Head of Product & Process Leadership
CELERANT CONSULTING**

11:30 Building a Cost Effective Voice of the Customer Infrastructure in Finance to Feed the Pipeline of Six Sigma Projects

Selecting Six Sigma projects that benefit the Customer has been and remains a very challenging goal, particularly for companies whose VOC infrastructure is either poor or non-existent. Should these companies launch Six Sigma without the VOC? Or should they build a robust VOC infrastructure prior to deploying Six Sigma? Jackie will draw from her experiences at American Express and Credit Acceptance to outline that Six Sigma initiatives can be launched while at the same time a VOC infrastructure is created.

- Identify Critical to Customer (CTC) drivers and their respective financial impact or Cost of Poor Quality
- Discover critical Listening Posts (LP) and their effectiveness in capturing the VOC
- Link Critical to Customer drivers with Listening Post for a comprehensive map of the VOC process in the company and its effectiveness
- Select Six Sigma projects based on a new VOC infrastructure

Jackie Cazar, Vice President – BANK OF NEW YORK

12:15 Promote and Maintain a Six Sigma Culture for Financial Services

Changing a culture is perhaps the most difficult element in any initiative. But does one size fit all? This presentation will discuss the elements of transformation required to make Six Sigma the program of continuous improvement in financial services.

- How to align a Six Sigma culture with customer satisfaction profitability
- Implementing improvements across the whole finance operation

**Jose Calero, VP Business Transformation & Projects
JPMORGAN CHASE – ASSET MANAGEMENT**

13:00 Luncheon with Discussion Groups

DOUBLE SESSION

14:15 What's Wrong with Six Sigma?

Six Sigma has shown dramatic results in improving bottom line performance. But it is not a magic toolbox without any flaws. A major weakness of Six Sigma is that it focuses on cost cutting, and places little emphasis on selection of projects which enhance customer satisfaction. This is serious because the revenue implications of better quality are usually at least TEN TIMES the cost implication. This flaw in process exists for at least three reasons.

- 1 Most black belts draw on existing VOC data, much of which does not quantify the revenue impact of problem areas.
- 2 Black Belts are afraid to estimate the revenue impact because they don't know how to present it to the CFO in a manner that will be accepted.
- 3 Black belts must demonstrate the impact of their project to get credit and to get certified.

Waiting for impacts to emerge from improvements in loyalty takes a year while costs can be documented within months. This presentation will demonstrate the importance of accurate project selection to secure Six Sigma standards in banking operations.

**Jon Theuerkauf, Master Black Belt – HSBC
John Goodman, President – TARP**

15:45 Networking Coffee Break

15:55 Six Sigma and DFSS for IT and Information Systems

The adoption of Six Sigma in transactional businesses often leads to the *digitisation* of the underlying processes and infrastructures. The speed of adaptation and the control of Information and Software Systems, are primary determinants for enterprise competitiveness in general and transactional processes in particular. So what about the Sigma level of these IT and software solutions?

- How Six Sigma and DFSS can be used for enabling the change and mistake-proofing the IT solution and Information System evolution
- How Marrying Six Sigma and other IT process improvement frameworks such as (ITIL/ COBIT/ CMM/CMMI) and how to avoid sending out conflicting cultural messages
- What are the considerations, limitations of Six Sigma methodologies and the challenges faced by IT organisations for deploying such initiatives?

Dr Radouane Oudrhiri, Chief Technical Officer – SYSTONOMY

16:40 Benefits of TRIZ in Six Sigma in Finance

Six Sigma like any other improvement initiative is not the final answer to all quality problems that might arise in manufacturing and in transaction. Other gains can be achieved when sophisticated Merged Models are applied. TRIZ is a systematic creativity method that is finding a growing audience in Six Sigma, complementing the strong analytic orientation of Six Sigma with an equally strong system for innovation. This presentation will use case studies on quality and performance problems to demonstrate the validity of TRIZ as enabler for Six Sigma methods and applications.

Karen Gadd, Director – OXFORD CREATIVITY

17:25 Chairman's Closing Remarks

COCKTAIL RECEPTION

Relax and unwind with your colleagues in an informal environment. Meet old friends and make new ones over chilled drinks and assorted cocktail snacks.

Voice of the Customer

Wednesday, 26th May 2004

9:00 Chairman's Opening Remarks and Recap of the First Conference Day

A short summary with the key points of Tuesday's presentations will proceed today's sessions on advanced Six Sigma projects in Finance.

John Selkirk, Supply Chain Quality Director EMEA – MOTOROLA

9:15 Applying Lean and Six Sigma to your Business

What do you want from a continuous improvement programme?

The reduction of waste, the elimination of variations, or both? Steve will be explaining how Rexam's Six Sigma programme has evolved alongside the Company itself and has been combined with Lean methodologies to form their Lean Enterprise programme, which has delivered benefits across the business from manufacturing to office-based functions.

- Lean Thinking as a method to aid Six Sigma buy-in
- Linking together the elimination of waste and variations
- Good tools and good methods
- Using metrics to drive behaviours
- The importance of project selection
- The end goal of 'continuous improvement' by whatever means

Stephen Corr, Director Commercial Operations, Lean Enterprise Group REXAM

10:00 Initiate and Maintain Management Buy-in for Six Sigma Implementation on All Levels

Transactional business units need relevant Six Sigma tools that deliver continuous Six Sigma results beyond the first success in order to sustain management support. The units' performance is evaluated on a continuum, by doing the process and metrics work across all the business process tiers as Six Sigma is applied.

- How to benefit from the unwavering support of leadership, reaching from the head office down to the mailroom
- Linking Six Sigma success to compensation, appraisal and career development
- What is the time frame before Six Sigma eventually has an impact on the bottom line?

Peter Winterton, Six Sigma Deployment Leader – BRITANNIC ASSURANCE

10:45 Networking Coffee Break

11:00 ROUND TABLE DISCUSSION

Why Do Most Financial Operations Stagnate at 3 to 4 Sigma?

The majority of operations in the financial sector fail to realise the full potential of Six Sigma tools. Despite declining product prices and growing competition, business-as-usual continues. Very often, past success has bred arrogance, and an established dependence on inspection and rework has become part of the organizational structure in banking and finance.

- Classical barriers to change:
 - Reliance on trial and error
 - Rewarding fire-fighting behavior
 - Functional silos that inhibit collaboration
- Can 'Low Hanging Fruits' convince top-management of Six Sigma implementation?
- Prioritising project selection and effective roll-out plans right from the start
- What makes a business structure "worthy" of Six Sigma implementation?
- Executive Training & Top Level Support - Project Scope and how to avoid "Scope Creep"

DISCUSSION LEADER:

John Selkirk, Supply Chain Quality Director EMEA – MOTOROLA

12:00 Luncheon with Discussion Groups

EARLY BIRD DISCOUNT

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"With our Management Innovation program, Toshiba's version of Six Sigma, we have revitalized our business culture and developed new approaches to innovation and design."

Tadashi Okamura, President & Chief Executive Officer – TOSHIBA

13:00 Enhancement of Quality Tools – Aligning Six Sigma and the Balanced Scorecard in Finance Departments

More often than not, Six Sigma is not the only Quality Initiative supporting Finance Departments performance. Aligning the Balanced Scorecard with the Six Sigma toolbox will help you to fine tune the focus on most critical business issues.

Michael's case study shows the alliance of Six Sigma tools with the Balanced Scorecard in Toshiba's Finance section.

- How to get started and keep the initiative going
- How to identify performance gaps in existing processes
- Evaluating joint teams in cross-functional projects

Michael-A. von Hirsch, Sr Manager Six Sigma Deployment – TOSHIBA

13:45 Using Six Sigma to Optimise Electronic Channels in Banks

Distribution Channel analysis and improvement is a well established field of marketing. Recently there has been much debate in the marketing profession about how marketing practice effectiveness can be measured and improved. This case study will demonstrate how Six Sigma methods can be used to increase effectiveness of marketing practice in optimising electronic channels in Banks.

- Assessing common processes, measures and tools used in electronic channels
- Providing approaches to extending your Six Sigma deployment to cover electronic channels.
- Identifying key challenge for Six Sigma experts in deploying Six Sigma rigour within electronic channels.

Pej Danaee, Master Black Belt – NCR FINANCE

14:30 Networking Coffee Break

14:35 Operational Finance Metric Projects to Estimate the Cost of Poor Quality

Today, the Cost of Poor Quality (COQ) is obviously one of the financial key performance indicators on a Corporate Scorecard, and as such has a very high profile in most companies. John will describe an actual case study of a Cost of Quality Project that shows the project progression through each phase to a successful cost reduction conclusion.

- Reviewing the highs and lows of Operational Finance Metric Projects
- Covering the effective project selection from the "Big Y's" to the "Vital X's"
- How the Project Black Belt used the DMAIC process as a project management tool

John Selkirk, Supply Chain Quality Director EMEA – MOTOROLA

15:20 Utilise Six Sigma for Outsourcing Operations

Marlborough Stirling has built an outsourcing operation based in a number of UK sites split between existing staff and those that have transferred over from client organisations. Tim will explain how Six Sigma projects were involved in outsourcing and building a single company identity.

- Overcoming scepticism and resistance to change
- Tailoring the Six Sigma approach and mindset to different audiences
- Understanding the groundwork necessary for Six Sigma success

Tim Beal, Change Management Consultant MARLBOROUGH STIRLING

16:05 Chairman's Closing Remarks

16:15 END OF CONFERENCE

Who should attend?

Who will benefit from the pool of knowledge at Six Sigma in Finance?

- CEOs and CFOs
 - Vice Presidents and Directors of Six Sigma and of Quality
 - Vice Presidents and Directors of Continuous Improvement
 - Six Sigma Programme Leaders & Process Improvement Directors
 - Black Belts and Master Black Belts
 - Six Sigma Co-ordinators and Deployment Managers
- ... and all executives in the Finance World who aim to accelerate their improvement initiatives without compromising efficiencies.

"This event is perfectly timed. It offers more information and insights into quality issues than any other finance conference currently advertised."

Why should YOU attend Six Sigma in Finance?

Today, all major finance operations are highly regulated and dealing with substantial financial risks. Whether you are running a **finance department**, working in **banking operations**, or providing **credit card statements**, **mortgage applications** and **insurance policies**, Six Sigma is the indispensable toolbox that makes "real-world" savings possible. Never before has there been a stronger demand for client retention than in today's hyper-competitive market. **Six Sigma in Finance** provides the answer!

It's Unique

Six Sigma in Finance Europe is the first European Six Sigma conference that focuses *exclusively* on Six Sigma implementation for Financial Services

It's valuable Use of Time

Six Sigma in Finance offers 4 interactive workshops and 14 presentations from leading Six Sigma practitioners in the Finance sector

It's Contemporary

In the climate of tougher competition and the instability of many markets, delegates of **Six Sigma in Finance** can be sure that speakers and exhibitors provide the *most advanced* quality solutions for today's finance functions

It offers great value without exceeding your budget

Six Sigma in Finance guarantees a 2-day conference pass for £799 if you register before 17th May!

Press Review of last year's SIX SIGMA IN FINANCE: "On a five point scale, this one gets a five. If you were a manager in a financial organization who wanted a detailed overview of what Six Sigma was and how it was being used in financial organizations, **you could not do better, for the money invested, than attend this meeting.** Leaders of Six Sigma efforts from major financial companies told what they were doing and the problems and successes they have had. There was lots of time to network and everyone seemed willing to share."

Paul Harmon, Executive Editor,
Business Process Trends, www.bptrends.com

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Six Sigma today

Six Sigma Today is Europe's first and only hard copy magazine dedicated to the methodology of Six Sigma. It is our aim to report on the issues that today's Six Sigma Professional feels are important, across all industries and disciplines. For more information on how to receive **Six Sigma Today**, please contact us on +44 (0)121 200 2626 or email info@sixsigmatoday.com



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Don't miss the opportunity to join the only organization, **The International Society of Six Sigma Professionals (ISSSP)**, committed to promoting the adoption, advancement and integration of Six Sigma in business. The ISSSP Community supports this mission through advocacy and awareness efforts; professional recognition and development; and by serving as an information and referral source. Become a Professional Member of ISSSP for \$150.00 (a 25% discount) by registering online at www.isspp.com and using the Discount Code: IXPEVENTS.



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The Black Belt Memory Jogger™

Provides new and experienced Black Belts and others with guidance on their roles, and contains tips and step-by-step instructions for performing more than 21 advanced Six Sigma tools. Starting with the DMAIC Model, *The Black Belt Memory Jogger™* offers 25 chapters of Six Sigma know-how.

The Six Sigma Memory Jogger™ II

A portable teaching and reference guide for everyone in the company, *The Six Sigma Memory Jogger™ II* explains the What, Why and How of Six Sigma. Provides a Six Sigma Overview, explains the DMAIC process and offers detailed instruction on how to perform over forty Six-Sigma analytical, decision-making and planning tools.

Six Sigma in Finance is the first-ever European Six Sigma summit to focus exclusively on Financial Services. This is what American delegates had to say:

"Very detailed and specific information was shared by all the presenters"

JP MorganChase

"Very good coverage of the multiple tools available outside Six Sigma and DMAIC"

GE Consumer Finance

"Brilliant case studies."

Bank One

"Great variety of speakers."

ABN AMRO North America

"The conference producers and everyone associated showed very good customer service and made the conference a very good experience."

Guaranty Bank

"Excellent networking. Quality of presentations & topics was highly professional. Good mixture of strategic issues & practical application examples."

Pilkington

"Dealing and working with you has been a fabulous experience and a great delight."

US Mint, Washington

"The exchange of ideas and solutions to problems actually experienced by the participants was the best! The in-depth seminars also were very helpful"

Celanese International

"I appreciated the candour that companies brought to the seminar. Networking was great!"

Avery Dennison

BOOKING FORM AND ADMINISTRATIVE DETAILS

Dates: Workshops: Monday 24th May 2004
Conference: Tuesday & Wednesday 25th & 26th May

Venue: Hilton Kensington, LONDON
179-199 Holland Park Avenue, London W11 4UL
Phone: +44 (0)20 7605 7655 www.kensington-hilton.com

Fees:
Claim your **Early Bird Discount** and register before 17th May 2004!

Conference only **£999 + VAT = £1173.83**
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Cancellations: Registration fees include lunches, refreshments, conference workbook and all meeting materials. All invoices and registrations processed must be paid before the date of the conference. Cancellations must be received in writing 10 working days before the date of the conference. A voucher will be issued, which can be used at any future Ixperion event. Substitutions can be made at any time. Ixperion regrets that refunds for cancellations can not be provided.

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