



Schulich
School of Business
Executive Education Centre



Upcoming Sessions:

February 22 - 23, 2016

September 19 - 20, 2016



Increasing Profits Through Operational Excellence

OPEN ENROLLMENT • Marketing & Sales

Study new management strategies for maximizing operating profits and boosting performance across your organization.



Preview and Register Online.



Introduce Profitable Business Improvements Without Making Costly Capital Investments

All managers must strive to reduce internal costs and find innovative new ways to generate higher profits. This practical course illustrates how achieving operational excellence is a business mindset, that goes far beyond a basic methodology.

Instead of focusing strictly on concepts like productivity, efficiency and standardization, **top performing organizations also focus on growth, innovation, and team excellence.**

This 2-day program is a perfect opportunity to learn new operational improvement strategies to engage staff and dramatically boost your organization's profitability – without making any new capital investments, or spending months testing new methodologies.

The Best Part: Learn how to permanently instil a business improvement mindset that engages every team member to focus on growth and innovation.

ENROL TODAY TO EARN YOUR CERTIFICATE **3** WAYS TO REGISTER SEE OVER

Review complete program content inside

Increasing Profits Through Operational Excellence

What You Will Learn

Attendees will leave this course with customized strategies for:

1. **Mastering the four strategic phases** to operational excellence
2. **Identifying hidden profit areas** - in places you wouldn't normally look
3. **Achieving operational excellence on the front lines** and across departments
4. **Leveraging existing customer relationships** to accelerate growth
5. **Introducing performance boosting exercises** with your staff
6. **Using collaborative leadership** to broaden the impact of new ideas
7. **Attracting and retaining the best employees** in your industry
8. **Reducing hiring and turnover costs**
9. **Leading innovation projects** that achieve sustainable improvements
10. **Using technology** to successfully grow your business
11. **Aligning your strategic plans with key financial goals** of your organization

In-Company Training

This and all SEEC programs can be delivered on-site or customized for your group's needs. For all custom program enquiries please e-mail customseecprograms@schulich.yorku.ca or telephone 416.360.8850.

Who Should Attend

Increasing Profits Through Operational Excellence is the ideal course for any manager, director or VP who has a direct responsibility for improving their division's year-over-year performance, including:

- **General Managers, Owners, & Managing Partners**
- **Business Managers & Directors from all functional areas**
- **Chief Operating Officers & Operations Managers**
- **Plant, Production and Manufacturing Managers**
- **Finance, Accounting, Purchasing & Budget Managers**
- **Division Managers & Group Department Heads**
- **Chief Financial & Administrative Officers for Private and Public Sectors**

Bring A Workplace Challenge for Expert Feedback.

Identify an operational challenge you are currently facing for expert feedback from Andrew Miller.



Maximize performance & profits across your organization

Program Content

1. Operational Excellence and Higher Financial Performance

- The beginnings of operational excellence – what does it entail
- Redefining how organizations operate to achieve financial success
- Organizations that exemplify excellence

2. Four Key Phases to Make Excellence Happen

- The four phases of operational excellence
- How do you properly measure success?
- Creating gates to protect your gains

3. Aligning Strategy & Tactics to Boost Results

- Without proper execution, you don't have a strategy
- Achieving execution excellence – the champagne pyramid
- Finding performance boosts
- Establishing accountability

4. Leading Innovation & Business Team Collaboration

- How to foster workplace innovation in any functional area
- Maximizing the impact of new ideas
- Managing The Innovation Cycle
- Accelerating the adoption of innovation

5. Acquiring The Customers You Want – and Retaining Them

- The exponential value of Customer Retention
- Accelerating the acquisition of new customers
- The 5 myths of customer engagement
- Case study and group exercise

6. Optimizing Speed & Technology

- 'Enterprise velocity' - how speed impacts profitability
- Discovering your True Profit

- Knowing when to speed-up or slow down your processes
- Implementing a culture of speed optimization
- Leveraging technology as an enabler to excellence

7. Your People as A Driving Force: Acquiring Top Talent

- Driving higher profits through optimal hiring practices
- Retaining the best people using strategic talent management
- Managing turnover – key leadership principles

8. The Future of Operational Excellence

- Finding new opportunities in unlikely areas
- Changing organizational mindsets
- Analyzing the future of your key industries. Being prepared to lead and innovate

Key Learning Features

Drawing on Andrew Miller's management publication *Redefining Operational Excellence*, learn how to permanently instill a business improvement mindset that challenges every team member to boost performance.

Instructor Profiles

Andrew Miller

Andrew is president of ACM Consulting, a leading expert in operational excellence, and the author of *Redefining Operational Excellence: New Strategies for Maximizing Performance and Profits Across the Organization*. During the course, he will be teaching key operational excellence fundamentals, allowing participants to pinpoint new operational improvement opportunities in their organizations – in areas where most leaders don't normally look.

Andrew does extensive training in the areas of innovation and collaboration, profitability, customer acquisition and retention, speed optimization, and strategy execution. His research has been published in *Entrepreneur*, *IndustryWeek*, *PROFIT*, *Purchasing*, *Canadian Healthcare Manager*, *The Globe and Mail*, and many other publications. Andrew also works with leading organizations focused on achieving performance boosts including 3M, Four Seasons Hotels and Resorts, McKesson and The Bank of Nova Scotia.



Increasing Profits Through Operational Excellence

Maximize performance & profits across your organization

February 22 - 23, 2016

Executive Learning Centre

September 19 - 20, 2016

Nadal Management Centre

Ways to Register

Online

seec.schulich.yorku.ca

Fax

Download a registration form at seec.schulich.yorku.ca and fax to **416.736.5689**

Mail

Download a registration form at seec.schulich.yorku.ca and mail to the address under Payment Options at right

Course Tuition & Registration Details

Program Tuition: \$2,045 + applicable taxes. This includes instruction, all seminar materials, lunches, refreshments, but not hotel accommodations.

Special Team Savings: Save \$150 each when two or more team members from the same organization register for this program at the same time.

Please Note: Fees, dates, speakers and applicable taxes are subject to change. York's liability is limited to reimbursement of paid tuition fees. One free transfer is permitted, provided written notice is received at least 15 days in advance of the seminar start date. Late transfer requests, less than 15 days in advance of the start date, will incur a \$100 fee. Additional transfers are \$200 each. Cancellations received in writing at least 15 days in advance of the seminar start date will receive a full refund. Written cancellations received less than 15 days prior to the seminar will be subject to a \$500 administration fee. Participants must attend all program days and fulfill all program requirements in order to receive a certificate. HST# R119306736.

Program Locations

Your course will take place at the following SEEC facilities from 9:00 a.m. to 4:30 p.m. each day:

February 22 - 23, 2016 session

Schulich Executive Learning Centre,
York University, 4700 Keele Street,
Toronto, Ontario M3J 1P3
Tel: 416.736.5079

September 19 - 20, 2016 session

The Miles S. Nadal Management Centre,
222 Bay St., 5th Floor,
Ernst & Young Tower,
Toronto, Ontario M5K 1K2
Tel: 416.360.8850

Payment Options

SEEC accepts Visa, MasterCard, American Express and cheques.

If paying by mail, registration forms can be sent to:

Schulich Executive Education Centre, The Executive Learning Centre, Schulich School of Business, York University, 4700 Keele Street, Toronto, ON M3J 1P3

Please make cheques payable to:
York University – Schulich Executive Education Centre

Optional Accommodations

For sessions at the Schulich Executive Learning Centre, join us at **The Schulich Executive Residence**. Participants attending this program receive a **special discounted price of \$79/night with the promotion code SEEC16**. Call 416.650.8300 for information and reservations, or book at elc.schulich.yorku.ca.

For sessions held at The Miles S. Nadal Management Centre, please consider staying at the **Fairmont Royal York Hotel**. Call 416.368.2511 and ask for the SEEC/York University special corporate rate. Book online at: www.fairmont.com/reservations/check-availability/ Enter promotion code NYRK.

Contact Us

Call us at 416.736.5079 (1.800.667.9380 toll free), or email exceedinfo@schulich.yorku.ca.

Experience
The Schulich
Executive
Learning
Difference...



World class faculty
and instructors



State-of-the-art
learning facilities



Comprehensive
take-home materials



Includes a handsomely framed Certificate of Course Completion. This and all SEEC open enrolment programs allow you to:

- Rapidly update your education to an executive level in areas key to your success
- Link theory to practice with a hands-on, action-based learning curriculum
- Enjoy immediate ROI through application of your learning right away
- Share experiences and knowledge with other professionals in limited-size classes
- Leverage the expertise and insight of industry savvy, real-world instructors
- Network among graduating colleagues to develop lasting business friendships



Schulich
School of Business
Executive Education Centre

