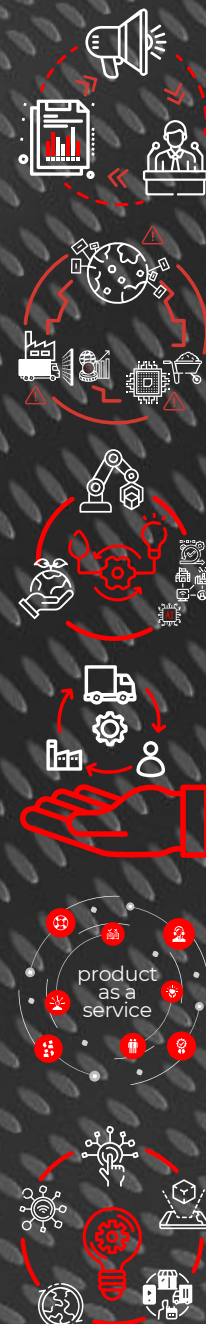




# New Business Models for the Manufacturing of the Future

27TH – 28TH NOVEMBER 2023  
SDF | Treviglio (Bergamo)

P R O G R A M M E



Proudly hosted at



Every year, the World Manufacturing Foundation (WMF) invests mainly in two key activities aiming to spread industrial culture worldwide: the World Manufacturing Forum and the writing of the World Manufacturing Report. Indeed, the WMF acts as a dynamic platform where exponents of universities, organizations, industries, and governments can interact and exchange knowledge on common and current issues.

This year, considering the global megatrends impacting on the entire society, the 2023 World Manufacturing Forum is devoted to “New Business Models for the Future of Manufacturing”.

The Forum will include keynote sessions, roundtables and parallel events on the main trends driving the new manufacturing scenario and their impact on the creation of new business models.

The key macro-themes to be discussed include global manufacturing value chains and their impact on operating models, how innovation and in particular digital technologies are impacting the redesign of new business models, the role of talents and their attraction, how to design net-zero impact business models, and finally, not less important than the other, the servitisation both in B2C and B2B markets.

These macrothemes will be discussed not only by exponents of industries, organization, governments, and universities, but also by young researchers, that will be involved during the Forum in a dedicated sessions thanks to the strong collaboration between the WMF and the Young Manufacturing Leaders (YML) network.

**Diego Andreis**  
President  
World Manufacturing Foundation



**Prof. Marco Taisch**  
Scientific Chairman  
World Manufacturing Foundation

**Prof. David Romero**  
Scientific Vice-Chairman  
World Manufacturing Foundation

Founding Partners







**Diego Andreis**  
President  
World Manufacturing Foundation



**Attilio Fontana**  
President  
Regione Lombardia



**Francesco Buzzella**  
President  
Confindustria Lombardia



**Marco Taisch**  
Scientific Chairman  
World Manufacturing Foundation

## 27TH NOVEMBER 2023 - DAY 1

10:30 a.m. – 12:30 a.m.

### Company Visits



### WMF 2023 Part I: NEW BUSINESS MODELS FOR THE MANUFACTURING OF THE FUTURE

#### MODERATOR

**Andrea Cabrini** | Managing Editor, Class CNBC

12:00 p.m. – 1:45 p.m.

### Accreditation and Welcome Lunch

2:00 p.m. – 2:20 p.m.

### Introduction and opening remarks

**Lodovico Bussolati** | CEO, SDF

**Attilio Fontana** | President, Regione Lombardia

**Diego Andreis** | President, World Manufacturing Foundation

**Francesco Buzzella** | President, Confindustria Lombardia

**Marco Taisch** | Scientific Chairman, World Manufacturing Foundation





### Ian Cronin

Centre Community Curator  
Centre for Advanced Manufacturing & Supply  
Chains World Economic Forum

### David Romero

Scientific Vice-Chairman  
World Manufacturing Foundation



### Jagjit Singh Srail

Director of Research and Head  
Centre for International  
Manufacturing University of  
Cambridge



### Dean Bartles

President & Chief Executive Officer  
Manufacturing Technology Deployment Group MTDG



### Dominik Rohrmus

CTO  
Labs Network Industrie 4.0

2:20 p.m. – 2:30 p.m.

#### Special Address: "A Vision for the Next-Generation Manufacturing Business Models"

**Ian Cronin** | Centre Community Curator, Centre for Advanced Manufacturing & Supply Chains,  
World Economic Forum

2:30 p.m. – 2:50 p.m.

#### Presentation of the 2023 World Manufacturing Report: "New Business Models for the Manufacturing of the Future"

**David Romero** | Scientific Vice-Chairman, World Manufacturing Foundation

2:50 p.m. – 3:10 p.m.

#### WMF Keynote: "State of Play for the Future of Manufacturing Businesses"

**Jagjit Singh Srail** | Director of Research and Head, Centre for International Manufacturing,  
University of Cambridge

3:10 p.m. – 4:00 p.m.

#### WMF Panel I: "The Great Rewiring of Global Manufacturing Value Chains and Its Impact on Operating Models"

*Emerging trends, challenges, and opportunities are arising from the ongoing great rewiring of global manufacturing value chains. Geopolitical forces, such as trade tensions, regional alliances, and technological rivalries are redefining the rules of engagement for international businesses. Global manufacturing value chains are being restructured, and businesses are being compelled to re-evaluate their sourcing strategies, partnerships, and risk management approaches. This panel will provide critical insights into the importance of new business and operating models to navigate the new complexities of reconfiguring global manufacturing value chains, in the context of geopolitical disruptions, to enable businesses to seize competitive advantages and foster sustainable growth.*

**Dean Bartles** | President & Chief Executive Officer, Manufacturing Technology Deployment Group, MTDG **Dominik Rohrmus** | CTO, Labs Network Industrie 4.0





### **Maria Chiara Franceschetti**

Chairwoman  
Gefran



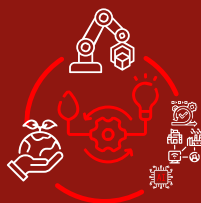
### **Noriko R. Suzuki**

Research leader – Automotive, electronics and energy  
industries IBM Institute for Business Value



### **Dominic Gorecky**

Head of Swiss Smart Factory  
President of the Board of Swiss Robotics Competence Center  
Switzerland Innovation Park Biel/Bienne AG



### **Monica Poggio**

CEO  
Bayer Italy



### **Greta Braun**

PhD student  
Chalmers University of Technology



### **Andrea Ceglia**

Policy assistant to the Director  
European Commission, DG Research and Innovation

4:00 p.m. – 4:30 p.m.

#### **Coffee Break**

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4:30 p.m. – 5:20 p.m.

#### **WMF Panel II: "The Economics of Innovation behind New Manufacturing Business Models and Their Technologies"**

*In today's rapidly evolving manufacturing landscape, the pursuit of innovation is paramount for sustaining competitiveness and achieving long-term success. Now more than ever before envisioning a roadmap for sustainable growth is fundamental to thrive in an era of constant technological disruption. This panel will address the dynamic interplay between technological advancements, new business and operating models, and their economic implications. It will discuss how to strategically harness new technological wonders such as advanced robotics and automation, the internet of everything, as well as artificial intelligence for streamlining operations and unlocking new revenue streams. It will highlight the importance of fostering a culture of innovation by nurturing creativity and experimentation in the workforce to stay at the forefront of the industry with unique manufacturing practices.*

**Maria Chiara Franceschetti** | Chairwoman, Gefran

**Noriko R. Suzuki** | Research leader – Automotive, electronics and energy industries

IBM Institute for Business Value

**Dominic Gorecky** | Head of Swiss Smart Factory, President of the Board of Swiss Robotics Competence Center,

Switzerland Innovation Park Biel/Bienne AG

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5:20 p.m. – 6:10 p.m.

#### **WMF Panel III: "Attracting and Developing a Talent Pipeline for Socially Sustainable Business Models"**

*In the face of talent shortages and workforce skills gaps and shortfalls, qualified talent has become the most valuable asset for any business, and its development is a strategic requirement for achieving socially sustainable business models. This panel will provide actionable insights and best practices for developing a talent pipeline that aligns with the skills needed for adopting innovative manufacturing business and operating models. By prioritizing talent development and strategically nurturing a workforce that fosters a culture of innovation and environmental and social responsibility as core pillars of the next-generation business and operating models, manufacturing companies can lay the foundations for driving sustainable growth. A strong talent pipeline and an engaged workforce with a continuous learning and skills development culture can drive innovation, facilitate new technology adoption, and lead to the emergence of future-proof business models.*

**Monica Poggio** | CEO, Bayer Italy

**Greta Braun** | PhD student, Chalmers University of Technology

**Andrea Ceglia** | Policy assistant to the Director, European Commission, DG Research and Innovation





**Cristina Oyón**

Director of Technology, Innovation and Sustainability SPRI



**Caroline Viarouge**

Chief Executive Officer  
EIT Manufacturing



**Milan Kumar**

CIO  
ZF Commercial Vehicles



**Ken Somers**

Partner & Master Expert  
McKinsey & Company

## 28TH NOVEMBER 2023 - DAY 2

### WMF 2023 Part II: NEW BUSINESS MODELS FOR THE MANUFACTURING OF THE FUTURE

#### MODERATOR

**Andrea Cabrini** | Managing Editor, Class CNBC

9:00 a.m. – 9:30 a.m.

#### Accreditation and Welcome Coffee

9:30 a.m. – 9:50 a.m.

#### Presentation of the 2023 SPRI & WMF Special Report: “Women in Manufacturing: Impact of Women in Industrial Competitiveness”

**Cristina Oyón**, | Director of Technology, Innovation and Sustainability, SPRI

9:50 a.m. – 10:40 a.m.

#### WMF Panel IV: "Achieving Net-Zero Value Chains for Sustainable Manufacturing Business Models"

*With the global climate crisis intensifying, the obligation for adopting sustainable manufacturing practices, including regenerative systems, has never been more critical. This panel will put into action the net-zero value chain paradigm, where carbon emissions are balanced with removals, to create sustainable manufacturing businesses and operating models. The discussion will delve into the challenges and opportunities as well as best practices associated with transitioning towards net-zero value chains through innovative strategies and technologies for decarbonizing operations, optimizing energy use, and reducing waste in near-future circular supply chains. The goal is to embrace “net zero” as the core tenet of the business and operating models of all value chain stakeholders to proactively address the climate crisis and future-proof their businesses.*

**Caroline Viarouge** | Chief Executive Officer, EIT

Manufacturing **Milan Kumar** | CIO, ZF Commercial Vehicles

**Ken Somers** | Partner & Master Expert, McKinsey & Company





### Andreas Schroeder

Professor, Advanced Services  
Group Aston University



### Andrea Cassoni

Global Head of Collaborative Robotics and Partnerships  
Development Manager Robotics and Discrete Automation  
ABB



### Gustavo Moscardó Cuquerella

Chief Regional Officer EMEA  
KUKA Iberia



### Marius Lakomiec

Team Manager Digital AM Solutions  
EOS GmbH – Electro Optical Systems



### Claudio Merlo

Managing Director  
Graziano Tortona



### Markus Woitsch

General Manager Technic  
Yamazaki Mazak Deutschland GmbH

10:40 a.m. – 11:30 a.m.

#### WMF Panel V: "Modern Service-Oriented Business Models for Customer-Centric Manufacturers"

*In response to B2C and B2B customer preferences that prioritize convenience, flexibility, and costeffectiveness, embracing service-oriented business models has become a new imperative for thriving in the global consumer goods and capital equipment markets. Adopting the modern “Product-as-a- Service” paradigm, also referred to as a “Product-Service System”, holds the key for customer-centric manufacturers to unlock new avenues of growth and value creation. This service-oriented valuecreation approach shifts the focus from selling products to delivering comprehensive solutions and experiences to customers. These can transform one-time transactions into ongoing relationships that enhance customer loyalty and create recurring revenue streams. Service-oriented business models entail offering products on a subscription basis and enriching them with bundles of traditional and digital services during the middle and end of their lifecycles. By reimagining their current productcentric business models, manufacturers can position themselves at the forefront of their competitors by emphasizing outcomes and experiences over product ownership.*

**Andreas Schroeder** | Professor, Advanced Services Group, Aston University

**Andrea Cassoni** | Global Head of Collaborative Robotics and Partnerships Development Manager Robotics and Discrete Automation, ABB

**Gustavo Moscardó Cuquerella** | Chief Regional Officer EMEA, KUKA Iberia

11:30 a.m. – 12:00

p.m. **Coffee Break**

12:00 p.m. – 12:50 p.m.

#### WMF Panel VI: "Innovative Business Models for Next-Generation Manufacturing Capital Equipment Builders"

*As technology, globalization, and B2B customer expectations continue to reshape the global manufacturing industry, the traditional business and operating models of machine tool builders and tooling manufacturers face increasing challenges in meeting the demands of modern factories and their manufacturing systems. This panel will showcase how to forward-thinking and adopt innovative business and operating models to drive the success of next-generation businesses for machine tool builders and tooling manufacturers. It will demonstrate how cutting-edge business strategies, such as digitalization, servitization, and circular economy to mention a few can revolutionize the way machine tool builders and tooling manufacturers engage with their B2B customers and create value for them. Moreover, it will highlight the role of emerging digital and smart technologies such as the Industrial Internet of Things, Augmented Reality, Advanced Data Analytics, and Machine Learning in enabling these innovative business and operating models to unlock new revenue streams.*

**Marius Lakomiec** | Team Manager Digital AM Solutions, EOS GmbH – Electro Optical

Systems **Claudio Merlo** | Managing Director, Graziano Tortona

**Markus Woitsch** | General Manager Technic, Yamazaki Mazak Deutschland GmbH

12:50 p.m. – 1:10 p.m.

**Closing Remarks and Launching of WMF 2024**

**Diego Andreis** | President, World Manufacturing Foundation

**Marco Taisch** | Scientific Chairman, World Manufacturing Foundation

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1:10 p.m. – 2:15

p.m. **Lunch**

**28TH NOVEMBER 2023**

**PARALLEL SESSIONS**

**Young Manufacturing Leaders**

**Summit World Manufacturing Forum**

**Part III**

2:30 p.m – 5:00 p.m.

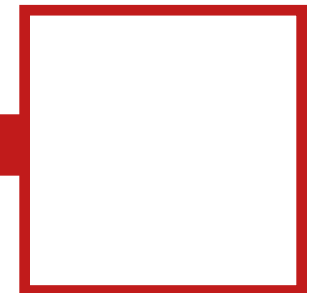
Organized by

**Young Manufacturing Leaders  
Network**

**:YML**



Room: Auditorium  
**FRAME AND CONSULT THE COMPLETE PROGRAMME**



**The Industrial Metaverse Revolution:  
Shaping Future Business Models and Policies  
in Manufacturing**

2:30 p.m – 4:30 p.m.

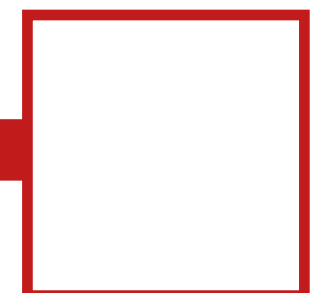
Organized by

**EIT Manufacturing**

Room: Showroom



**FRAME AND CONSULT THE COMPLETE PROGRAMME**





## COMPANY VISITS - 27TH NOVEMBER 2023



10:30 AM – 12:30 PM

**Via Francesco Cassani, 15, Treviglio (Bergamo)**

### Programme

10:30 AM – Registration and welcome coffee

10:45 AM – Factory tour

11:45 AM – Museum visit

12:30 PM – Conclusion

SDF is an Italian multinational company based in Treviglio (Bergamo, Italy), among the world leaders in the production of tractors, agricultural harvesting machines and diesel engines. SDF distributes its products under the brands SAME, DEUTZ-FAHR, Lamborghini Tractors, Hürlimann, Grégoire and VitiBot. The tractor line-up covers a power range from 25 to 336 hp, while the harvesting machine range goes up to 395 hp. In nearly a century of history, SDF has contributed significantly to the mechanization of the agricultural sector, leading a successful international expansion path and being a driver of the digital transformation of agriculture. Today SDF produces “smart tractors” designed for increasing operational efficiency and productivity with a focus on Agriculture 4.0. SDF can rely on 9 production sites, 12 sales subsidiaries, 2 joint venture, 155 importers and over 3,100 dealers and it employs more than 4,400 people worldwide. In 2022, the Company recorded revenues of 1,803 million euros and an EBITDA of 11.1%.



10:30 AM – 12:30 PM

**Viale Europa, 2 Stezzano (Bergamo)**

### Programme

10:30 AM – Registration and welcome coffee

10:45 AM – Welcome and Company Presentation

11:00 AM – Testing Lab Tour

12:30 PM – Conclusion

Brembo leads the world in the design and production of high-performance braking systems and components for top-flight manufacturers of cars, motorbikes and commercial vehicles. Founded in 1961 in Italy, Brembo has a long-standing reputation for providing innovative solutions for OEMs and aftermarket. Brembo also competes in the most challenging motorsport championships in the world and has won over 600 titles. Guided by its strategic vision – “Turning Energy into Inspiration” – Brembo’s ambition is to help shape the future of mobility through cutting-edge, digital and sustainable solutions. With about 15,000 people across 15 countries, 31 production and business sites, 9 R&D centers and with a turnover of € 3,629 million in 2022, Brembo is the trusted solution provider for everyone who demands the best driving experience.

## COMPANY VISITS - 27TH NOVEMBER 2023



10:30 AM – 12:30 PM

**Via Friuli, 4, Dalmine (Bergamo)**

### Programme

10:30 AM – Registration and welcome coffee

10:45 AM – Welcome, Safety and Company Presentation

11:00 AM – Lighthouse Plant Tour and Smart Lab Tour

12:30 PM – Conclusion

ABB is a technology leader in electrification and automation, enabling a more sustainable and resource-efficient future. The company’s solutions connect engineering know-how and software to optimize how things are manufactured, moved, powered and operated. The factory in Dalmine, together with those in Frosinone and Santa Palomba (RO), are Lighthouse Plants selected by the Italian government in 2020 as models for digital transformation and Industry 4.0 strategies.



10:30 AM – 12:15 PM

**Via Volta, 1, Cenate Sotto (Bergamo)**

### Programme

10.30 AM reception @ GEC

11.00 AM production tour

11.40 AM Visit at GEC

12.15 PM Conclusion

INTEGRITY, EXCELLENCE, SUSTAINABILITY: GEWISS is a key player on the market manufacturing solutions for home & building automation, energy protection and distribution systems, smart lighting and e-mobility. Established more than fifty years ago, guided by the values of integrity, excellence and sustainability, GEWISS has made development and the research for quality the principles that have guided every action and every choice. In November 2022, GEWISS and PERFORMANCE IN LIGHTING announced the agreement for the official entry into the GEWISS Group of the historic leading company in the international lighting sector. With over 2,200 employees, the Group today presents itself as an international reality, with industrial sites, commercial branches, agencies and distributors in more than 100 countries around the world.

# SPEAKERS

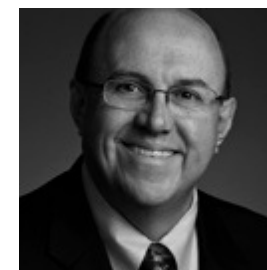


**Diego Andreis**  
President  
World Manufacturing Foundation

Diego Andreis is an engineer, entrepreneur and passionate experimenter of innovation under all its forms. He is the Managing Director of Fluid-o-Tech, the family run business with more than seventy years of experience, leader in the engineering and manufacturing of positive displacement pumps and fluidics systems.

Since 2015 he has been enhancing the transformation of the industry from mechanical to mechatronics relaunching its profile and appeal, especially with regards to young people.

For over 10 years he has been committed on the board of several business associations as member of institutional committees to promote an international, competitive and innovative industry model at Regional (AFIL President; Assolombarda Labor, Safety and Welfare Group Vice President; Assolombarda Mechatronics Group President), National (Federmeccanica Vice President in charge of Company Culture and Communication) and European level (Ceemet President and Vice President).



**Dean Bartles**  
President & Chief Executive Officer  
Manufacturing Technology Deployment Group MTDG

After serving as a board member since 2010, Dr. Bartles was named President and CEO of the National Center for Defense Manufacturing and Machining in 2019. In 2020, Dr. Bartles formed the parent organization of MTDG where he now serves as the President and Chief Executive Officer. Previously, he served as the President of the National Tooling and Machining Association and prior to that he was the Director of the John Olson Advanced Manufacturing Center at the University of New Hampshire. Dr. Bartles was the founding Executive Director of the Digital Manufacturing and Design Innovation Institute (“DMDII”) in Chicago. Prior to DMDII, Dr. Bartles worked for General Dynamics Corporation for 31 years setting up and running manufacturing operations in Egypt, Turkey, and the U.S. and prior to that he worked for Fairchild Republic Company where he was an Industrial Engineer on the A-10 Program.

Dr. Bartles recently served as the 2016-2017 President of the North American Manufacturing Research Institute, the 2016 President of the Society of Manufacturing Engineers, the founding Chairman of the Smart Manufacturing Leadership Coalition, and the Chairman of the Board of the National Center for Defense Manufacturing and Machining. Dr. Bartles graduated from Indiana State University earning a Ph. D. in Technology Management with a concentration in Manufacturing Systems. Dr. Bartles currently serves on the Boards of the National Small Business Association, the National Institute of Metalworking Skills, the MTConnect Institute, the Industry and Professional Advisory Committee of Penn State’s College of Engineering, as well as the Engineering Technology Advisory Committee of St. Petersburg College where he serves as the 2023 Chair.



SPEAKERS



**Greta Braun**  
PhD student  
Chalmers University of Technology

For the last three years, Greta has been researching the Future of Work in industry, enrolled as a PhD student at Chalmers University of Technology in Sweden. She’s passionate about enhancing the skills of people in industry, defining skill gaps of individual employees, and finding ways to bridge those skill gaps. She thinks that a skilled workforce is key to solving environmental and social issues that industry is facing. With a background in engineering and learning and leadership, she wants to contribute to the lifelong learning of industry employees. She is engaged in the Young Manufacturing Leaders network by EIT Manufacturing and coordinates the Gothenburg City Hub. Moreover, she’s part of the steering board of the European Commission’s Industry 5.0 community of practice.



**Francesco Buzzella**  
President  
Confindustria Lombardia

Francesco Buzzella is 55 years old. He was born and currently reside in Crema (Italy). He is married with 2 children, respectively 25 and 22 years old. In 1992, Mr. Buzzella graduated with full marks in Economics and Commerce at Bocconi University in Milan specializing in Economics of industrial companies. From 1993 to 1994, he worked as Business Analyst at the marketing division of DOW Chemical Deutschland GmbH in Rheinmunster (DE). In 1994, he joined the family company COIM, a chemical company specialized in polycondensation and polyaddition products. He also held various positions as Director and Chief Executive Officer dealing mainly with the establishment and development of production sites overseas. The COIM Group has a turnover of 1.5 billion euros, owns 20 sites – 10 of which are productive – and employs 1250 employees with than 20 nationalities worldwide.

Since 2014, Mr. Buzzella is Chief Executive Officer of Green Oleo that specifically operates in the field of chemistry from renewable sources. Green Oleo has a turnover of about 80 million euros and 75 employees. Since December 2013, Mr. Buzzella has been a member of the Presidency Council of Associazione Industriali della Provincia di Cremona. In 2017 he was elected President of the same Association, a position who came into an end in June 2021. Since 2014, Mr. Buzzella is a member of the Federchimica Board and since July 2017 he has been a member of the Federchimica Presidency Board. From September 2021, Mr. Buzzella is the President of Confindustria Lombardia

SPEAKERS



**Andrea Cassoni**  
Global Head of Collaborative Robotics and Partnerships  
Development Manager Robotics and Discrete Automation  
ABB

Global Head of Collaborative Robotics and Partnerships Development Manager, Robotics and Discrete Automation, ABB. Andrea has held various senior leadership roles since joining ABB in 1998, and was appointed to his current position in September 2023. Prior to this he was Managing Director for ABB’s Global General Industry business line inside the Robotics Division. He also previously held various local and global management positions, including General Manager for ABB Robotics Italy, Business Development Manager and Segment Manager in Italy, and Service Product Manager worldwide. Andrea holds a master’s degree in Finance and Economics from the University of Turin. He also holds senior leadership qualifications from IMD in Lausanne. He has lived in Italy and the USA.



**Ian Cronin**  
Community Curator  
Centre for Advanced Manufacturing & Supply  
Chains World Economic Forum

Ian Cronin is an expert at leveraging technology to advance strategy and achieve results. As the Community Curator for the World Economic Forum’s Centre for Advanced Manufacturing and Supply Chains, Ian collaborates with Chief Operating, Supply Chain and Procurement Officers from the Centre’s community to help establish priority areas for action and to align strategic objectives across the organizations engaged. He also manages the Centre’s overall operations to help advance the implementation of 4th Industrial Revolution (4IR) technologies to optimize organizational and regional competitiveness and maximize positive impact on the United Nations Sustainable Development Goals (SDGs). Prior to joining the World Economic Forum, Ian worked as the Principal Technology Implementation Manager for the 2016 Democratic National Convention in the United States, and has earned degrees from Duke University, Georgetown University, and the University of Geneva.

## SPEAKERS



### Andrea Ceglia

Policy assistant to the Director  
European Commission, DG Research and Innovation

Andrea Ceglia works in the European Commission since 2019 and, currently, he is the policy assistant to the Director for Prosperity in DG Research and Innovation. The Directorate shapes European policies for value creation from research and innovation and the acceleration of the green and digital transformation of industry, strengthening its resilience and its base in Europe.

Before joining the European Commission, he worked as visiting scientist at the Korean Institute of Science and Technology and then for 8 years as a researcher at the departments of materials science and photonics of the Vrije Universiteit Brussel, where he obtained my PhD in Engineering Sciences in 2015.



### Attilio Fontana

President  
Regione Lombardia

Born in Varese on 28 March 1952, father of 3 children – Maria Cristina, Giovanni and Marzia – criminal lawyer and owner of a law firm in Varese since 1980, he graduated in law in 1975 from the University of Milan. He was conciliator of Induno Olona and Honorary Deputy Magistrate in Gavirate. From 2009 to 2017 he was a member of the Board of Directors and Deputy Vice President of Fiera Milano.

His political activity began with the Lega Nord Party, from 1995 to 1999 he was mayor of Induno Olona, regional councillor of Lombardy and President of the Regional Council from 2000 to 2005. Re-elected councillor in 2005, he was confirmed as President of the Regional Council until 2006, when he ran for mayor of Varese. He was elected in 2006 and confirmed in 2011, he was also President of ANCI Lombardia (from 2009 to 2014). In 2018 he was elected, for the center- right coalition, with 49.75% of the votes and confirmed in the regional elections of February 2023, with 54.65% of the votes.

## SPEAKERS



### Maria Chiara Franceschetti

Chairwoman  
Gefran

Maria Chiara Franceschetti is Chairwoman of Gefran, a family company based in Provaglio d'Iseo specialized in the design, production and marketing of sensors, systems and components for industrial automation listed at the Milan stock exchange.

With a classical education and a degree in Mechanical Engineering, she joined Gefran as Head of Corporate Information Systems and subsequently became Group HR Director.

She was the C.E.O. of the Gefran group from 2014 to 2017 when she was appointed Vice President. She has been President since 2018.

Among the positions currently held, she is Vice President of A.N.I.E. Automation. She is also an independent director of Banca Santa Giulia and G.M.O.L. Gruppo Mutui Online. She is a member of the General Council of Confindustria in Rome and Confindustria Brescia and a member of the Management Committee of Fondazione Casa di Industria Onlus.



### Dominic Gorecky

Head of Swiss Smart Factory  
President of the Board of Swiss Cobotics Competence Center (S3C) Switzerland Innovation Park Biel/Bienne AG

Dominic Gorecky is a partner and executive board member at Switzerland Innovation Park Biel/Bienne AG, a leading innovation hub that fosters collaboration between academia and industry. He is also the co-founder and head of the Swiss Smart Factory, the first test and demonstration platform for Industry 4.0 in Switzerland. Additionally, he serves as the co-founder and president of the board of the Swiss Cobotics Competence Center (S3C), a national hub for industrial and academic partners to jointly develop and test the next generation of cobotic solutions.

He is an agenda contributor at the World Economic Forum and a co-founder and advisor for several start-ups in the area of Industry 4.0. He is an expert and a visionary in the fields of smart manufacturing and digital transformation. In 2022, he was recognized as a Digital Shaper in Switzerland, a prestigious award that honors the most influential and innovative leaders in the digital domain.



SPEAKERS



**Milan Kumar**  
CIO  
ZF Commercial Vehicles

Dr. Milan Kumar has a wealth of experience as a Global Chief Digital and Information Officer (CDIO) and a distinguished figure in the field of global technology, renowned as a TEDx speaker, educator, international author, startups mentor. He currently serves as the CIO of ZF Commercial Vehicles (CVS) based in Switzerland.

Dr. Kumar is a former Global Chief Information Officer (CIO) and Chief Digital Officer (CDO) with WABCO (NYSE: WBC). Before this, he has held several Senior Global IT leadership positions within the VOLKSWAGEN Group, including as Director and Board Member of VOLKSWAGEN IT Services IPL. Throughout his career, Dr. Kumar had supported Fortune 500 companies, such as BMW Group, General Motors, British Airways to name a few. He is also a winner of several Global “CIO Awards”.



**Marius Lakomiec**  
Team Manager Digital AM Solutions  
EOS GmbH - Electro Optical Systems

Dr. Marius Lakomiec joined EOS in 2014.

He is leading the Digital Manufacture Department, where he and his team is developing state of art AM production Solutions. By adding Automatization and Software solutions to our machines, his groups wants to exploit our technology on highest level regards productivity and output with lowest costs.

He started his activities at EOS as a Strategic Account Manager and member of the Additive Minds Consulting team, where he consulted our customers on the selection of suitable applications for additive manufacturing and its implementation in industrial mass production.

His AM Part Screening and Selection Methodology is a well known standard in the industry.

He participates in various standardization committees for AM, amongst DIN where he is leading the German Digitalization activities, or at ISO/ASTM being the chairman for the worldwide largest AM standardization commiettee.

Before joining EOS, he worked for six years at Germany’s leading aero engine manufacturer MTU, where he was responsible for the industrialization of AM processes. Dr. Marius Lakomiec studied Technology Management at the Technical University of Munich and earned his doctorate at the University of Duisburg-Essen in the field of production engineering.

SPEAKERS



**Claudio Merlo**  
Managing Director  
Graziano Tortona

Current work position:  
Since 2007, Managing Director of company GRAZIANO Tortona (IT), Italian machine tool builder belonging to DMG MORI Group, world largest machine tool builder.

Former experiences:  
2014-2015 Managing director of Gildemeister Italiana company.  
2007-2010 member of the Board for Gildemeister Drehmaschine company (Bielefeld Germany)

Technical director in GRAZIANO and project leader for several NC lathe and turn/Mill developments with multinational teams (Italy, Germany, Poland and Japan)

Head of electric and software development at Maho Graziano Tortona CSELT laboratories (Turin, IT). Researcher on large EU funded project. Software development for multiprocessor computer for AI application.

Education  
Degree in Electronic Engineering  
Six Sigma Black belt qualification.



**Gustavo Moscardó Cuquerella**  
Chief Regional Officer EMEA  
KUKA Iberia

Education:  
Industrial Engineer for the Politecnio University of Valencia – Valencia.  
Electrical Engineer for University of León – León  
Advance Management Program – ESADE & Wharton business school (Pennsylvania University).

Senior Manager Program – ESADE.

Working Experience:  
Results-driven professional with 26-year record in leadership positions and general management in high-tech Robotics & Automation companies in the segments of Products, Services, tailor made solutions and software.

SIEMENS  
SCHNEIDER ELECTRIC  
HARTING  
ARITEX  
KUKA

Personal Preferences:  
Family oriented person, music, cinema, animals & trying to do some sport.

SPEAKERS



**Cristina Oyón**  
Director of Technology, Innovation and Sustainability SPRI

Cristina Oyón is in charge of the design and implementation of technology and industrial development strategies for the Basque Government. She is member of the Industrial Forum, which assesses the European Commission in the implementation of the industrial strategy.

She leads the Net Zero Basque Industrial Super Cluster that aims to accelerate the path to net zero emissions in the Basque Country and the Women in Manufacturing expert group of the World Manufacturing Foundation that was set up in 2020 with the aims to add to the momentum for closing the gender gap in the manufacturing industry and beyond



**Monica Poggio**  
CEO  
Bayer Italy

Monica Poggio is CEO of Bayer in Italy. since 2017. Her professional career has developed in multinational companies such as General Electric, Leonardo, and UniCredit. She currently holds the positions of Chairman of the Board of Directors of the Italian- German Chamber of Commerce and of Vice-President of Assolombarda, with responsibility for University, Research and Human Capital. In April 2023, she also joined the Board of Directors of Fiera Milano SpA as non-Executive Director. Always attentive to young people, from 2014 to 2023 she was President of the Foundation ITS Lombardia Meccatronica, a higher technical training school inspired by the dual education system already consolidated in other European countries. Alongside her corporate roles, she has supported many projects aimed at progressing women leadership roles.

SPEAKERS



**Dominik Rohmus**  
CTO  
Labs Network Industrie 4.0

Dr. Dominik Rohmus holds a PhD in Mechanical Engineering. He worked for German small and medium enterprises (SME) in the area of industry and healthcare before he joined Siemens in different functions in the field of manufacturing and production development in 2005. In 2009 he founded the company program sustainable production engineering. Since 2013 he was the head of the group that is responsible for shop-floor equipment and standardization of the future for Siemens factories worldwide. Since 2016 Dominik is CTO of the non-profit and pre-competitive German association Labs Network Industrie 4.0 e.V. (LNI 4.0), fostering the digital transformation for a wide range of industrial sectors with a focus on SME. Since 2021 Dominik was COO of Gaia-X setting up the association for trusted data economy, growing it in one year to 350 members. In 2022 Dominik re-joined LNI 4.0 as its CTO focusing on data spaces testing and verification. Dominik is member of several industry association gremials and supports the international standardization.

**David Romero**  
Scientific Vice-Chairman  
World Manufacturing Foundation

Prof. Dr. David Romero is a Professor of Advanced Manufacturing at the Departments of Industrial Engineering and Mechatronics of the Tecnológico de Monterrey University in Mexico and the Scientific Vice-chairman for the World Manufacturing Foundation. His research interests include: Circular Manufacturing, Service Engineering and Product-Service Systems, Cyber- Physical Systems and Human Systems, Advanced Production Management Systems, Green Virtual Enterprises, and Technology and Engineering Management in the context of the Fourth Industrial Revolution.

He is a member of the Society of Collaborative Networks, the IFAC TC5.3 on Enterprise Integration and Networking, the IFIP WG5.7 on Advances in Production Management Systems, the IFIP WG5.12 on Architectures for Enterprise Integration, the IEEE Technology and Engineering Management Society, and the IEEE Internet of Things Community. Furthermore, he is an Agenda Contributor at the World Economic Forum (WEF) Council on “Shaping the Future of Advanced Manufacturing and Value Chains”, and a World Manufacturing Forum (WMF) Ambassador. He has published more than 200 journal and international conference articles. He serves on different technical and scientific committees and advisory boards in academia, industry, and government in the disciplines of business and industrial engineering. Nowadays, he is focused on promoting the concepts of the “Operator 4.0/5.0” and “Digital Lean Manufacturing”; the father of both terms.



## SPEAKERS



### Andreas Schroeder

Professor, Advanced Services  
Group Aston University

Andreas is Professor for Information Systems and a core member of the Advanced Service Group (ASG), a centre of excellence in research and practice on servitization and advanced services. At ASG he leads the research on the role and value of data in the context of advanced services. Servitized products are largely part of the 'Internet of Things' and manufacturers and customers co-create data when products are used. For manufacturers this data has strategic value when aggregated, allowing them to better understand their market, their customer needs and their service provision, and refine their business models. Capturing and interpreting the 'in-use' data gives the manufacturer significant competitive advantage and helps to secure future business with the customer; many businesses are yet to capture the full value of this innovation.



### Ken Somers

Partner & Master  
Expert McKinsey &  
Company

Ken Somers, Partner and Master Expert, McKinsey & Company, Brussels brings a wealth of operational expertise to help clients in manufacturing industries decarbonize, increase yields, and achieve greater energy efficiency.

Ken focuses on ways to reduce the carbon footprint of industrial assets and processes. He is one of McKinsey's leaders partnering with the World Business Council for Sustainable Development – a global, CEO-led community seeking to accelerate the transformation to a net zero, nature positive, and more equitable future.

Since joining McKinsey in 2004, Ken has helped clients across industries establish more efficient and productive manufacturing operations. He has deep expertise in increasing throughput and quality while also lowering energy demands and CO2 emissions.

Ken holds PhD at the KULeuven. He holds as well a master of science in chemistry and a teaching degree from the KULeuven.

## SPEAKERS



### Jagjit Singh Srail

Director of Research, and Head of Centre for International  
Manufacturing  
University of Cambridge

Jagjit Singh Srail is a Director of Research at the Department of Engineering, University of Cambridge, where he is Head of the Centre for International Manufacturing, Institute for Manufacturing. His research brings an engineering and strategic operations management perspective to the design, analysis and operation of international supply chains. Research projects explore the disruptive impacts of new production and digital technologies on supply chain configurations and involve collaborations with industry, government and international institutions, including UNCTAD, UNIDO, and the World Economic Forum where he co-Chairs the Council on Advanced Manufacturing. Previous roles were in industry with Unilever, as a Supply Chain Director of a multinational regional business, Technical Director of a national business and other senior management positions. Jag holds a first-class honours degree in Chemical Engineering (Aston), a PhD in International Supply Networks (Cambridge), is a Chartered Engineer and Fellow of the Institute of Chemical Engineers.



### Noriko Suzuki

Research leader - Automotive, electronics and energy industries  
IBM Institute for Business Value

Noriko is a prominent technology thought leader specializing in the automotive, electronics, and energy industries at the IBM Institute for Business Value. With over 20 years of experience collaborating with global manufacturing companies, she focuses on technology strategies and implementation. Her areas of expertise encompass next-generation manufacturing, mobility, connected operations and products, and sustainability.

Among her recent publications are "Electric vehicles drive sustainable mobility," "Preparing electric utilities for sustainable transition," and "Truck 2030." Noriko is currently working on a new publication about cloud technology to support advanced manufacturing operations. Her professional footprint spans North America, Europe, and Asia, and she is based in Tokyo, Japan.

## SPEAKERS



### **Marco Taisch** Scientific Chairman World Manufacturing Foundation

Marco Taisch teaches Sustainable and Digital Manufacturing and Operations Management at Politecnico di Milano. He serves as President of MICS, the hub for the Made In Italy Circolare e Sostenibile project – Extended Partnership 11, which is funded by the Ministry of University and Research as part of the National Recovery and Resilience Plan (PNRR).

Since 2002 he has dedicated his studies to technological trends, technological roadmaps and technology foresight on manufacturing as an EC consultant.

He is Vice President of EFFRA, member of the Board of Cluster Italiano Fabbrica Intelligente and member of the Cluster Lombardo Fabbrica Intelligente.

He was part of the Advisory Board of the Italian Industry 4.0 Plan for MiSE and he supported the Lombardy Region in defining industrial and reshoring policies. He is co-founder and Scientific Chairman of the World Manufacturing Foundation. He is a member of the Unicredit Lombardy Advisory Board.

He is President of MADE Competence Center Industria 4.0.

In 2018 he created Miraitek4.0, a spin-off of Politecnico di Milano whose activity concentrates on Industry4.0.

He works as a consultant for different companies on projects improving digitalization and production processes.



### **Caroline Viarouge** Chief Executive Officer EIT Manufacturing

Caroline Viarouge is CEO of EIT Manufacturing, who brings a strong leadership and transformational track record, broad background in the industry and passion for manufacturing.

Prior to EIT Manufacturing, Caroline held various senior management positions in larger industrial groups, such as Nissan and Munters, and as a management consultant at BearingPoint where she was instrumental in growing and transforming industrial organisations, and in expanding manufacturing footprints. Beyond her deep corporate knowledge, Caroline continues to support innovative startups through X-HEC and as a business angel. She acts as an advisor to various educational institutions.

Caroline is passionate about accelerating manufacturing competences in Europe, attracting talent to the industry and detecting innovations that address climate change on a global scale.

She holds a Master of Sciences in International Business from the University College Dublin (UCD) and an Executive MBA from HEC Paris.

## MODERATOR



### **Andrea Cabrini** Managing Editor Class CNBC

Andrea Cabrini is the Managing Editor of ClassCnbc, the Italian branch of Cnbc. He's also Co-Managing Editor of Milano Finanza, Italy's premier financial magazine, coordinating digital and print platforms.

Cabrini is a financial journalist and anchor with three decades of experience covering the economy, global markets, and the banking and asset management industry.

He presents Ceo Talks exclusive interviews to Italian and foreign CEOs. He's also curator of a multimedia project on digital transformation Italia 4.0.

He's moderator of financial Italian and international events, including G7 multistakeholder conferences, ECB Banking Supervision Forum etc.

He is in charge of Media Experience class at Bocconi University and SDA Bocconi. Prior to joining Class Editori, Andrea Cabrini has been working for ten years as Editor in Chief and anchor at Mediaset, the first private media company in Italy. He left in 2000 to start up ClassCnbc and to develop the broadcasting activities of Class Editori.

He studied Political Sciences at the Università degli Studi di Milano and became journalist after a master at IFG, Istituto per la Formazione al Giornalismo, in 1986. He's 57, lives in Milan and has two sons.



## SPONSORS

## THANKS TO



## KNOWLEDGE PARTNER

MICS – Made in Italy Circolare e Sostenibile is an Extended Partnership between Universities, Research Centers and Enterprises financed by MUR – Ministero dell'Università e della Ricerca, thanks to the European Union NextGenerationEU (NRRP) program funding.

MICS brings together the Italian public and private sectors to tackle the challenges to our design, production and consumption models in order to move towards greener and more circular patterns. MICS promotes research in eight thematic areas (called Spokes) and it involves three key areas of the Italian industrial backdrop: Fashion, Furniture and Factory Automation.

## GOLD SPONSORS



EIT Manufacturing is one of the nine innovation communities supported by the European Institute of Innovation and Technology (EIT), a body of the European Union. EIT Manufacturing's main goal is to bring European stakeholders focused on manufacturing together in innovation ecosystems that add unique value to European products, processes and services and inspire the creation of globally competitive and sustainable manufacturing. EIT Manufacturing brings together more than 85 members (universities, research institutes and companies).



UniCredit is a pan-European Commercial Bank with a unique service offering in Italy, Germany, Central and Eastern Europe. Its purpose is to empower communities to progress, delivering the best-in-class for all stakeholders, unlocking the potential of its clients and its people across Europe.

It serves over 15 million customers worldwide. They are at the heart of what it does in all its markets. UniCredit is organized in four core regions and two product factories, Corporate and Individual Solutions. This allows it to be close to its clients and use the scale of the entire Group for developing and offering the best products across all its markets.

Digitalization and its commitment to ESG principles are key enablers for its service. They help it deliver excellence to its stakeholders and creating a sustainable future for its clients, its communities, and its people.

SPONSOR



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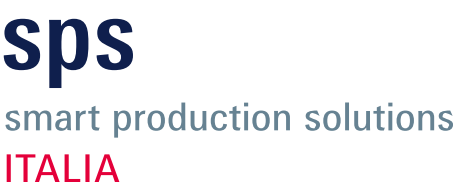
Manufacturing Indaba is the leading manufacturing event in Sub-Saharan Africa. The event has shown impressive growth year on year and has proved its value in catalyzing business connections and helping manufacturers to innovate and grow their potential. The aim of the annual Manufacturing Indaba and its provincial roadshows is to bring together business owners, industry leaders, government officials, capital providers and professional experts to explore opportunities and grow their manufacturing operations.

The Manufacturing Technology Deployment Group Inc. (MTDG) is committed to transforming the advanced manufacturing industrial base throughout the world for our sustainable future. MTDG was established in 2020 as a 501(c)(3) not-for-profit holding company of both the National Center for Defense Manufacturing and Machining (NCDMM) and Advanced Manufacturing International, Inc. (AMI).

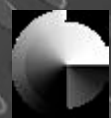
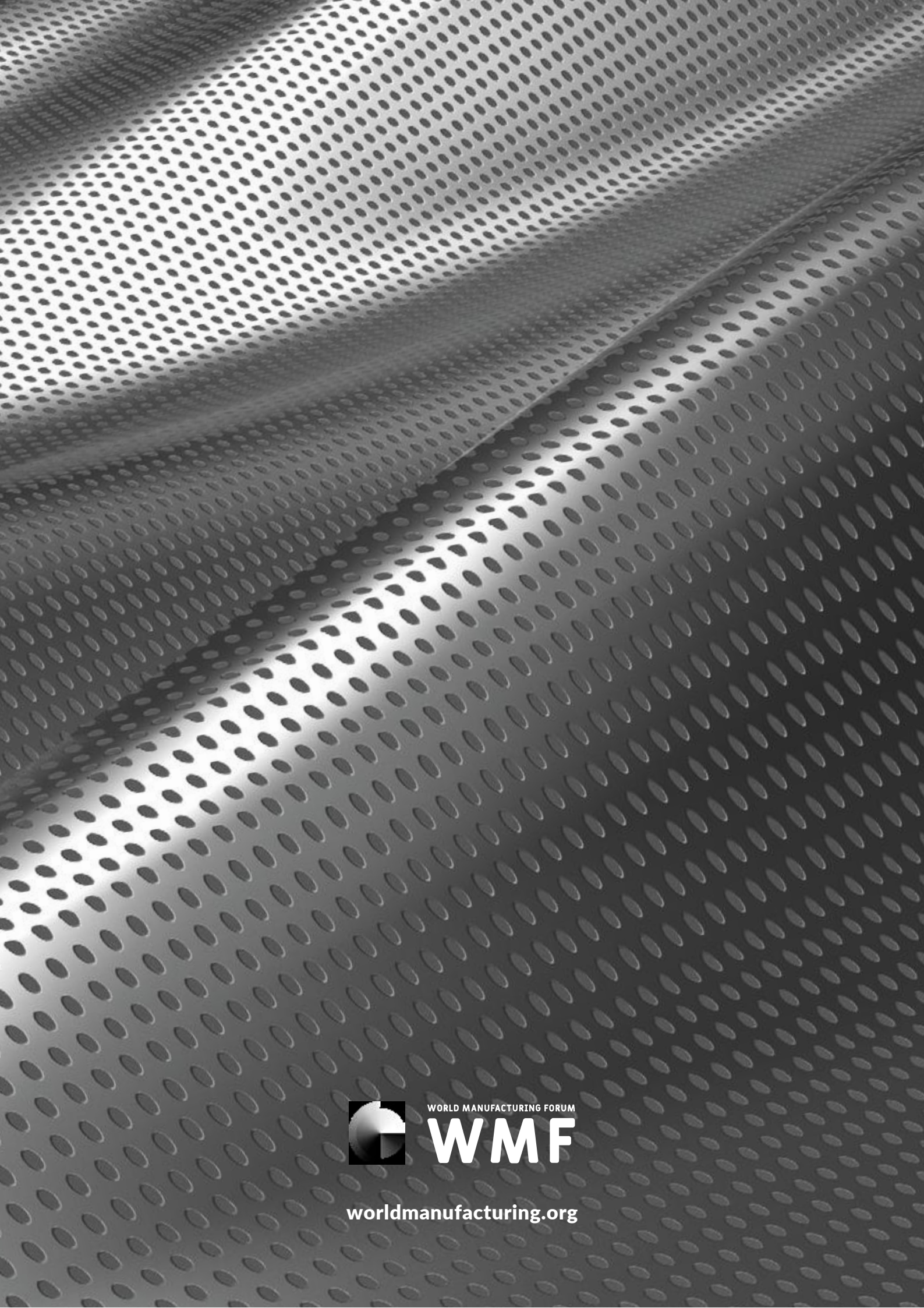
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