

Collaboration: The Key to Unlocking Manufacturing Value

9th December 2025

Royal Lancaster, London

08:00	REGISTRATION OPENS
08:00 - 08:50	Coffee and networking in the Expo Area
	PLENARY SESSIONS - WESTBOURNE 3
08:50 - 08:55	Welcome Opening address Patrick Cadore, Chief Strategy Officer, Global Manufacturing Strategies
08:55 - 09:00	The UK Manufacturing Challenge The UK manufacturing sector faces significant challenges. In this opening section, Henry Anson, Director at The Manufacturer will outline the challenge, the need for the UK manufacturing sector to innovate and outline the goal of the event. Henry Anson, Director, The Manufacturer
09:00 - 09:30	The Quorum Principle There is a systemic problem in global manufacturing. The established business model is having a negative impact on the financial performance of both manufacturers and the solution provider ecosystem. This situation is inefficient, ineffective and unsustainable for all parties. The Quorum Principle™ is a new strategic approach that has the potential to release significant bottom line value. This highly disruptive concept is based on radical collaboration but will require C-Suite vision and leadership. In this opening keynote, John Robinson, Creator of The Quorum Principle will provide an overview of the concept and the rapid developments since launching the UK Manufacturing Initiative in September 2024. John Robinson, The Quorum Principle
09:30 - 10:00	Quorum Principle Case Study - Sheffield Forgemasters Sheffield Forgemasters is the UK's only manufacturer of specific components for nuclear power programmes. In this session, Max Goodall, Head of Digital Transformation at Sheffield Forgemasters and Steve Price, Head of Manufacturing Strategy will discuss the process Sheffield Forgemasters are currently following in evaluating the potential adoption of The Quorum Principle. We will also discuss the actions that have been taken to date and the forward plan. Max Goodall, Head of Digital transformation, Sheffield Forgemasters Steve Price, Head of Manufacturing Strategy, Sheffield Forgemasters
10:00 - 10:30	The importance of Food & Drink Manufacturing Sector to the UK Economy A new report, Future Factory: Supercharging digital innovation in food and drink manufacturing, released by the Food and Drink Federation in partnership with strategic delivery consultancy Newton has found that there is an untapped opportunity of up to £14bn growth in the UK food and drink manufacturing industry. Investment in AI, digital and automation will be critical to realise these productivity gains. Supporting the UK's food and drink manufacturing sector could yield outsized returns in economic growth, productivity, sustainability, and community resilience. Through investment in automation, digitisation and sustainable practices, UK food and drink manufacturers are not only safeguarding the country's economic future but ensuring a more resilient, secure, greener one. In this section, Karen Betts, CEO of the Food & Drink Federation, Wil Schoenmakers, Partner at Newton and Sofia Karlen, Smart Factory Product Management Lead at Mars Inc. will discuss the importance of the Food & Drink sector and the actions that need to be taken. Karen Betts, CEO of the Food & Drink Federation Wil Schoenmakers, Global Head of Consumer Goods & Retail, Newton Sofia Karlen, Smart Factory Product Management Lead, Mars Inc.
10:30 - 11:00	Coffee and networking in the Expo Area

11:00 - 12:30

MANUFACTURING WORKSTREAM - WESTBOURNE 3

The Manufacturing Workstream will enable manufacturers and solution providers to discuss a wide range of business issues and solutions.

The solution providers represented will span the technology enabled transformation spectrum including:

- Strategic Consultancy
- ERP
- MES
- PLM
- Hyperscalers
- Private 5G
- Networking & Infrastructure
- Cyber Security
- Connected Worker Platforms
- Operational Excellence
- Intelligent Lighting
- IT Systems Integration
- OT Systems Integration
- Automation
- Generative AI

This 90 minute session will consist of two 45 minute sessions enabling manufacturing delegates to maximise the topics they can discuss.

ECOSYSTEM WORKSTREAM - WESTBOURNE 4

The UK manufacturing sector involves more than just manufacturers and solution providers. The success of the sector is also dependent on the Government, Trade Associations, Academia and Media.

In the Ecosystem workstream, delegates will discuss the need for a more holistic approach and the need for radical collaboration from stakeholders across the entire sector. The primary focus of this section will be on UK manufacturing but the UK is developing a template that can be applied globally.

Representatives from outside of the UK will also be participating to help develop the plan for Europe, North America and beyond.

12:30 - 13:30

Lunch and networking in the Expo Area

PLENARY SESSIONS

13:30 - 14:00

The UK's Industrial Strategy

The UK's industrial strategy sets an ambitious vision for transforming national competitiveness, but its impact depends on where and how investment is focused. Today, public and private efforts remain fragmented, lacking a shared framework to prioritise high-impact opportunities across the economy, and the specific investments within firms most likely to deliver the strongest capacity and productivity improvements.

In this session, HVMC and INCIT UK will reveal how they are working together to change this. By applying a new approach that targets supply-chain-level interventions to drive productivity, resilience, and investment. We'll cover how this approach aligns with the Quorum Principle, ensuring that public funding and private capital work in concert to accelerate measurable industrial impact.

Alfredo Ramos, Investment Director HVMC
Nick Leeder INCIT UK

14:00 - 14:25

Global Smart Manufacturing Initiatives

The drive towards technology adoption in manufacturing has resulted in a range of initiatives from governments such as Germany with Manufacturing-X, the USA with CESMII and and global organisations such as the World Economic Forum and UNIDO.

In this session we will provide a brief overview of each of these initiatives, review their effectiveness and discuss what lessons the UK manufacturing sector can learn. The mistakes to be avoided and improvements that can be made. In this session we will be joined by Doug Lawson, CEO of ThinkIQ who has been instrumental in the development of CESMII's Smart Manufacturing Interoperability Platform.

Doug Lawson, CEO of ThinkIQ
Paul Turner FREng, CTO of ThinkIQ
John Robinson, The Quorum Principle

14:25 - 14:40

From Data to Value in Smart Manufacturing

In this presentation, we will explore how Dell Technologies as a manufacturer, is modernising its factories and supply chain by unifying OT/IT data and adopting AI, edge computing and digital twins in improving production line throughput, right first time quality, and labour productivity to name a few. We will cover what strategies should be considered to drive tangible measurable business outcomes through technology adoption.

Arash Ghazanfari, CxO Advisor, UK & Europe Dell Technologies

14:40 - 15:00

The Quorum Principle Playbook

Over the past five years of presenting The Quorum Principle, manufacturers always ask one key question, how does it work?

In this section, John Robinson will present a high level overview of The Quorum Principle Playbook. This will explain the key steps and processes as well as the commercial model.

John Robinson, The Quorum Principle

15:00 - 15:30

Coffee and networking in the Expo Area

15:30 - 17:00

MANUFACTURING WORKSTREAM - WESTBOURNE 3

ECOSYSTEM WORKSTREAM - WESTBOURNE 4

The Manufacturing Workstream will provide manufacturers and solution providers to discuss a wide range of business issues and solutions.

The solution providers represented will span the technology enabled transformation spectrum including:

- Strategic Consultancy
- ERP
- MES
- PLM
- Hyperscalers
- Private 5G
- Networking & Infrastructure
- Cyber Security
- Connected Worker Platforms
- Operational Excellence
- Intelligent Lighting
- IT Systems Integration
- OT Systems Integration
- Automation
- Generative AI

This 90 minute session will consist of two 45 minute sessions enabling manufacturing delegates to maximise the topics they can discuss.

The UK manufacturing sector involves more than just manufacturers and solution providers. The success of the sector is also dependent on the Government, Trade Associations, Academia and Media.

In the Ecosystem workstream, delegates will discuss the need for a more holistic approach and the need for radical collaboration from stakeholders across the entire sector. The primary focus of this section will be on UK manufacturing but the UK is developing a template that can be applied globally.

Representatives from outside of the UK will also be participating to help develop the plan for Europe, North America and beyond.

17:00 - 17:15

Closing Address

John Robinson will close the event by presenting the plan for 2026 and beyond and a simple call to action.

John Robinson, The Quorum Principle

17:15

Networking and Drinks Reception