

## Why become a Certified Lean Manager?

To attack the waste hidden in your admin processes which is consuming as much as 60% of your people's time...



# LEAN MANAGEMENT CERTIFICATION FOR ADMINISTRATION & SERVICE INDUSTRIES

New Advanced Curriculum

2020 Summer Session: May 18-22 - June 15-19 - July 13-16



"I learned a tremendous amount during this course. All my expectations were exceeded. I'm excited to continue to grow in my lean organization transformation."  
Michael S. - Head of Service Support Organization - Mettler-Toledo





## New Advanced Curriculum

# LEAN MANAGEMENT CERTIFICATION FOR ADMINISTRATION & SERVICE INDUSTRIES

A fully-accredited certification designed specifically for administrative and service industry professionals.

### PROGRAM DESCRIPTION

**The Lean Management Certification for Services (LMAC-Service) shows how to achieve sustainable improvement in organizational performance and capability in all service environments.**

Co-developed by Productivity Inc. and The Ohio State University for senior and middle managers, the Lean Management Certification for Services (LMAC-Service) is a highly competitive, interactive program that teaches a carefully structured series of lean concepts and techniques as applied specifically in services. Our combination of classroom discussion, group exercises, simulations, case studies, videos and hands-on application lets you transform theory into reality and educational lessons into practical experiences.

Lean Management Certification for Services (LMAC-Service) develops lean transformation managers, not simply project managers. Over three non-consecutive weeks, participants experience a series of learning modules focused on defining current state, deploying lean methods, and developing a culture of improvement. Between training weeks, participants apply lean principles in processes at their own organizations and present their progress and results to the class during subsequent training weeks.

Gain the know-how, confidence, and problem-solving skills you need to drive waste from your processes and boost enterprise-wide performance.

### PROGRAM OBJECTIVES

**Participants who complete this program are able to:**

- Perform as principal change agent
- Lead organization-wide improvement tied to strategic goals
- Assess the current state, establish baselines, and determine remedial actions
- Guide, mentor, and coach project managers, department managers, and team leaders in the use of specific improvement tools and methods

Designed for senior and middle managers looking to drive waste from their processes to boost enterprise-wide performance and improve customer service.

### QUALIFICATION REQUIREMENTS

To qualify, all participants must have a management sponsor, who will attest to the results achieved in the assignments completed back in their own facilities. Participants must be affiliated with a manufacturing or service organization actively pursuing or interested in process improvement techniques.

LMAC includes: The 3-week classroom training session held on The Ohio State University campus, course material, individual project coaching during the training weeks and implementation period, final examination and certification.

#### Event Details

 **Course Objective**  
Become Lean Certified  
Learn Lean in Services

 **Business Sector**  
- Banks  
- Insurance  
- All Service Industry Organizations  
- Manufacturing Administration  
- Government  
- Healthcare

 **You Should Attend**  
- CI / Lean Leaders  
- Managers of Accounting/ Finance  
- Customer service  
- HR  
- Marketing/Sales  
- IT  
- Operations  
- Product development

 **Duration**  
3 weeks

 **Location**  
The campus of The Ohio State University in Columbus, Ohio



Fully accredited certification for managers and leaders since 2001.  
 A unique educational opportunity offered jointly by Productivity Inc.  
 and The Ohio State University's Fisher College of Business.

**Results we have achieved from lean projects in service and administrative environments:**

- Cut accounts receivable process time by **33%**.
- Increased quotation capacity by **40%**.
- Reduced IT support action item closure time by **25%**.
- Reduced Design Engineering time-to-market from **224 hours to 50 hours**.
- Shortened the product engineering order processing time from **17 days to 8 days**.
- Reduced invoicing process time from **22 hours to 8 hours**.
- Cut the ordering processing time for key customer components by **60%**.
- Reduced global sales order quotation and order entry process from **10 days to 3 days**.
- Month-end trial balance (closing) from **5 days to 2 days**.
- New product launch from **55 days to 15 days**.
- Reduced customer pricing revision procedure from **77 days to 2 days**.
- Sales order through engineering design and pre-trial process reduced from **5 days to 1 day**.

**PROGRAM New Advanced Curriculum**

	WEEK 1 <b>Define</b>	WEEK 2 <b>Deploy</b>	WEEK 3 <b>Transform</b>	
<b>MONDAY</b> 8am - 5pm	<ul style="list-style-type: none"> <li>• DNA of the Lean Operational Excellence Enterprise</li> <li>• Customer Experience</li> <li>• A3 Storyboards</li> </ul>	<ul style="list-style-type: none"> <li>• Homework Key Learning Process Check</li> <li>• Visual Workplace</li> <li>• Standard work</li> </ul>	<ul style="list-style-type: none"> <li>• Homework Key Learning Process Check</li> <li>• Lean and Corporate Strategy</li> <li>• Hoshin Kanri</li> </ul>	
<b>TUESDAY</b> 8am - 5pm	<ul style="list-style-type: none"> <li>• Understanding Current Processes</li> <li>• SIPOC</li> <li>• Value Stream Mapping</li> </ul>	Taking-it-Home Implementation	<ul style="list-style-type: none"> <li>• Lean and Agile</li> <li>• Applying Lean to IT - Obeya rooms</li> <li>• Lean in Marketing &amp; Sales</li> </ul>	
<b>WEDNESDAY</b> 8am - 5pm	<ul style="list-style-type: none"> <li>• Lean Service Simulation</li> <li>• Value Stream Analysis and Management</li> </ul>		<ul style="list-style-type: none"> <li>• Programming &amp; Scheduling Service Flows</li> <li>• Visual Management of Activities &amp; Performance</li> </ul>	<ul style="list-style-type: none"> <li>• Transformational Leadership for a Lean Organization</li> <li>• Final Project Presentations</li> </ul>
<b>THURSDAY</b> 8am - 5pm	<ul style="list-style-type: none"> <li>• Process Improvement Methodologies</li> <li>• Customer Journey Mapping</li> <li>• Measures and Metrics</li> </ul>		<ul style="list-style-type: none"> <li>• Daily Management System</li> <li>• Application Exercise</li> </ul>	<ul style="list-style-type: none"> <li>• Review/Reflection</li> <li>• Program Summary/Exam Prep</li> <li>• Certification Exam</li> <li>• Graduation Dinner</li> </ul>
<b>FRIDAY</b> 8am - 12pm	<ul style="list-style-type: none"> <li>• Team Problem Solving</li> <li>• Project Round Table</li> <li>• Week in Review /Quiz</li> <li>• Homework Assignment</li> <li>• Conclusion</li> </ul>		<ul style="list-style-type: none"> <li>• Week in Review</li> <li>• Week 2 Quiz</li> <li>• Homework Assignment</li> <li>• Conclusion</li> </ul>	



**What past attendees are saying...**

"Training was very well presented. I learned a lot of new things and learned new ways to think about and teach topics I learned in my own Six Sigma work."

Brian S. - Master Black Belt - Country Financial

"This certification program has been an extraordinary professional and human experience. New to this approach, I had the opportunity to put my knowledge into practice as I progressed in my learning. The support of the training team allowed me to avoid the mistakes of a beginner. This training emphasizes the strategy of culture change and the key techniques necessary to the lean transformation process. I highly recommend it."

Viviane M. - Geneva University Hospital

### WEEK 1 GET STARTED MAY 18-22, 2020

#### MONDAY 10AM-5PM

##### DNA of the Lean, Operational Excellence Enterprise

Learn how to integrate Lean practices with the overall company strategy. This module will focus on understanding how application of Lean thinking in all functions and processes contributes to building value for the customer and developing the competitive advantage required for long term growth.

We will explore the fundamental factors necessary for the development of a lean enterprise and its long-term sustainability, including how teams and managers operate in a continuous improvement environment.

Taught using a business case, the session will demonstrate how a clear customer-focused strategy and widespread Lean approach, embedded in all functions and aspects of the customer relationship, keep the organization in motion – learning, improving and growing. This module highlights:

- The strategic implications of Lean transformation
- What “wins” customer orders and what “qualifies” you to compete for those orders
- How to segment customers based on key order winners and qualifiers
- Development of a model for integrating operations, support services and marketplace concerns
- The marketing of Lean throughout the enterprise and to customers.

##### Customer Experience

Excellent and innovative organizations focus on understanding and anticipating customer needs at all stages of the customer journey. Lean processes are designed to respond effectively to these needs. In this module participants learn how to determine and measure customer needs and identify gaps between current process performance and customer expectations.

We'll show how to approach the concepts of the customer experience and moments of truth. Learn how to stratify and segment customer needs—expressed and unexpressed; how to anticipate new needs; and how to build long-term loyalty.

##### A3 Storyboards

A3's are mechanisms for capturing the Plan-Do-Check-Act cycle related to different levels of problem-solving on a single sheet of large-format paper. It is a Lean thinking process, which provides a visual that guides progress, incorporates plan changes, and fosters communication.

Participants will learn how to construct a good A3 for problem-solving - starting from an accurate problem statement - and, more important, how to use it to manage improvement.

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#### TUESDAY 8AM-5PM

##### Understanding Current Processes

In this module, we will discuss the importance of understanding processes, not as they are described in procedures, or as we think they work, but as they actually work. It is fundamental to thoroughly understand the process from end-to-end to be able to improve it.

We will look at different ways to understand a process, then focus our attention on two main methodologies: SIPOC, a high-level process map, and Value Stream Mapping, the fundamental Lean methodology to analyze and improve end-to-end process.

##### SIPOC - High Level Process Mapping

SIPOC Process mapping is a key technique in a service-based Lean initiative as it helps us “see” the process.

This module will introduce you to SIPOC, which summarizes process inputs and outputs, making existing processes visual and highlighting inherent wastes. SIPOC stands for Supplier, Input, Process, Output, Customer which forms the columns of the table.

Participants will learn how to use the technique to fully understand the process boundaries and its sub-processes, identify high level improvement opportunities, define project scope and outline project objectives.

##### Value Stream Mapping (Visual Value Streams)

With the foundational principles covered, this module continues your lean journey by presenting a step-by-step methodology for Value Stream Management (VSM)—the cornerstone for planning Lean activities. Module highlights:

- Define the scope of analysis for value streams and processes
- Define service families
- Link VSM with other forms of analysis including SIPOC (supplier-input-process-output-customer)
- See the flow of value in end-to-end processes
- Define and measure process performance indicators
- Gather the upstream and downstream information needed to make fact-based decisions for your Lean plan and eliminate non-value-added activities

Focused on fundamental Lean principles, this module teaches you how to see problems and their impact on customers, employees, and processes. Learn how various types of waste combine to generate “failure demand,” dissatisfied customers and employees, and excess cost.

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#### WEDNESDAY 8AM-5PM

##### Lean Service Simulation

In this session you will review a process' workflow that is not meeting customer needs. You will be challenged over two days to improve the process in a systematic way to achieve flow and satisfy the customer. This simulation provides a realistic way to apply the value stream management and process improvement methods covered on Wednesday and Thursday.

##### Value Stream Analysis and Management (Building Future State)

In this module you will learn how to scrutinize the data revealed during Value Stream Mapping and find the weaknesses within an organization.

This information will guide your tactical plan for transformation.

- Using the Value Stream Analysis process, you will discover:
- How to address customer demand and its variability;
  - How to transform processes by establishing response models adapted to each type of demand
  - How to establish continuous flow in day-to-day operations.

You will see real life examples from service enterprises, including finance, healthcare, and general administration.

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## THURSDAY 8AM-5PM

### Process Improvement Methodologies

Using two distinct case studies, this module teaches a series of techniques for thoroughly analyzing processes at the most detailed level. You will discover tools to help you:

- Analyze processes using mapping techniques
- Break down tasks and sequences using process flow and physical flow diagrams
- Apply the Quick Changeover approach to analyze tasks within administrative processes, modify task sequences, and improve flow
- Conduct RACI (responsibility assignment) analysis

### Customer Journey Mapping

Learn how to see the process from the customer's eyes. We will see all the customers' expectations at each stage of his or her journey with the company, and how that allows for the identification of critical moments in the interaction with your company processes.

Understand how this relates to Value Stream Mapping and how both methodologies work in tandem to engage a thorough process change.

### Measures and Metrics (Key Performance Indicators)

In this module we discuss how to measure process performance and build key indicators including, customer satisfaction, response time, right first time (%), on-time delivery (%), and productivity. Using a case study, you will learn how to measure and master improvement initiatives so that they are performed on time and achieve their objectives.

You will also learn how to move away from results metrics, or lagging indicators, and generate leading indicators that drive future success.

## FRIDAY 8AM-12PM

### Team Problem-Solving

Once immersed in the improvement journey, teams are used to making problems visible, sorting them and engaging in problem-solving. It is at this point where the A3 disciplined approach becomes part of the teams' activities. In this module, we will review the A3 process, starting with the problem statement.

"A problem well-stated is a problem half-solved".

The module will cover the questioning process which needs to take place at each step of the A3, in order to ensure the right level of focus and avoid jumping to incorrect solutions which will not prevent the problem from re-occurring.

Discover how to apply A3 to most problems encountered at any level of the organization.

### Week in Review and Quiz

Re-cap: A look at the week in review with a summary of key learning points and a quiz on Week 1 topics.

### Homework Assignments

Homework assignments will be made at the conclusion of the week. This assignment will be structured to reinforce the learning that has taken place during the classroom sessions through actual application. Homework assignments will be applied in the participants defined Project Areas.

## WEEK 2 IMPROVE JUNE 15-19, 2020

### MONDAY 8AM-5PM

#### Homework Review

All participants will present the results from implementing their Week 1 learnings to a specific project or to their current business activities.

#### Visual Workplace

In this module you will learn the objectives and implementation steps for 5S and for developing a visual management system. We explore how a visual system ensures adherence to standards; standards being a key element in the elimination of waste and reduction of variation.

In this module, you will learn how to share best practices that enable cross-training and how visuals can be extended to all the aspects of work routines to create a more efficient, effective and positive working environment.

#### Standard Work

Standard work is central to achieving and sustaining the Lean enterprise. By definition standard work demands adherence to today's best practices and must be embedded in all we do, from standard operations in the workplace to standardized policies and procedures. Standard work is a key element in the elimination of waste, reduction of variation, and in achieving balanced and synchronized processes.

In this module, participants will learn a proven methodology to develop standard work routines and how to apply document control and visual workplace principles and techniques to train others in the new best practice, or standard work.

### TUESDAY 8AM-5PM

#### Understanding Data

Measures are fundamental to understanding how processes work and responding to customer demand. Therefore, collecting data is essential to measure:

- Customer demand and its variability
- Process performance: overall lead time, quality and productivity issues, customer claims and complaints
- Process steps

In this module, we will learn what data should be collected, how to collect them, and more importantly how to analyze them to understand their meaning.

#### Basic Statistical Analysis

In this module you will learn basic statistical concepts and how to use them effectively. Discover how to analyze what lies hidden behind statistical values, which statistical analyses are relevant for understanding the performance of a given process, and the rules for representative sampling.

You will also see examples of statistical analyses used to check hypotheses and correlate phenomena.

#### Lean and Six Sigma – DMAIC

In this module, we will learn how Six Sigma fits into a Lean transformation. We will understand the main concepts of Six Sigma and go through the DMAIC project management process (Define – Measure – Analyze – Implement and Control).

We will see in which situation a disciplined DMAIC project should be engaged to reduce process variability and make processes Lean.

## LMAC FOR SERVICES – CURRICULUM

### WEDNESDAY 8AM-5PM

#### Managing Flows: Programing & Scheduling Service Flows

Managing flows is key in all Lean environments. Discover different ways of scheduling activities according to specific features of flow and demand. In this interactive module, you will see examples of flow management specific to different process characteristics and learn how to develop your own perspective and build custom models for your processes. Examples explored come from finance, IT, healthcare, laboratories, and/or sales.

#### Visual Management of Activities and Performance

Visual management lies at the heart of Lean. In this module we take an in-depth look at the importance of making activities visible. We will learn how to develop a visual system that allows managers and team members to manage activities and monitor performance. Building on the week's earlier learning, we define results and performance steering indicators. You will also examine the construction of management charts for team activities and learn how this encourages continuous improvement.

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### THURSDAY 8AM-5PM

#### Creating the Daily/Weekly Management System

Based on an effective flow management system and on the understanding of key team and process leading indicators, the Daily or Weekly Management System (DMS) is the most effective way to ensure that daily work is tied directly to organizational goals and that performance is under control.

We will share a disciplined approach to DMS that drives management behavior towards proactive team problem-solving.

#### Application Exercise

Apply methodologies learned in class to a real-time administrative process.

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### FRIDAY 8AM-12PM

#### Week in Review and Quiz

Re-cap: A look at the week in review with a summary of key learning points and a quiz on Week 2 topics.

#### Week 2 homework in their own business environment.

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## WEEK 3 TRANSFORM JULY 13-16, 2020

### MONDAY 8AM-5PM

#### Homework Review

All participants will present the results from implementing their Week 1 and 2 learnings to a specific project or to their current business activities.

#### Lean and Corporate Strategy: Policy Deployment (Hoshin Kanri)

Learn a systematic approach to get everyone aligned and involved in enterprise-wide Lean transformation. Guided by a Lean case study and the structured approach of policy deployment (Hoshin Kanri), this module teaches you how to align corporate objectives with workplace activities and day-to-day operations.

You will learn the core elements of the Lean transformation sequence (rollout plan) and the application of Lean process improvement techniques.

### TUESDAY 8AM-5PM

#### Lean and Agile

In this module, we will learn how the Lean principles apply to a product development process. We will learn the Agile principles and how they relate to the Lean fundamentals to speed up the development process and build a collaborative environment within a customer-focused environment.

#### Applying Lean to IT

In this module we will discuss how the Lean principles apply in an IT environment, to both Customer Service and Maintenance activities (Helpdesk) and to the Software Development processes. We will present the Lean development process built around the concept of Obeya room, and how the discipline created by the Obeya room process allows drastic lead time reduction and builds culture change in IT.

#### Lean in Marketing and Sales

In this module we will look at both the application of Lean techniques to the marketing and sales process and how Lean Marketing helps to align marketing, sales and operations. This alignment helps organizations to rationalize their offering portfolio to respond to customer needs and is the first step in the rethinking of the organization's business model.

In the first part of the session you will learn how to apply Lean principles to improve the effectiveness and efficiency of the sales and marketing processes to reduce lead-times, increase capacity, improve quality, etc. Then, we will explore the Business Model canvas and how it's used to ensure your sales and marketing efforts are aligned with customer need.

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### WEDNESDAY 8AM-5PM

#### Transformational Leadership for a Lean Organization

In this final learning module, we explore the way Lean transformations take place in service organizations. You will participate in discussions covering Empowerment, a foundation of the Lean culture, and see how to create a transformation plan, from the introduction of continuous improvement at operational levels to launching cross-functional improvement projects. You will learn from actual examples of plans used in various environments and companies. We review the importance of developing Lean leaders capable of influencing and supporting changes, from the executive committee to team managers, and take a deeper look at the construction of the overall management system: A Lean Management System.

#### Final Project Presentations

Each participant will present their project or the activities implemented in their business environment, showing progress and results, difficulties, learnings and lessons learned.

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### THURSDAY 8AM-12PM

#### Program Review /Reflection

The instructors will lead participants through a review of each program module's key learning objectives.

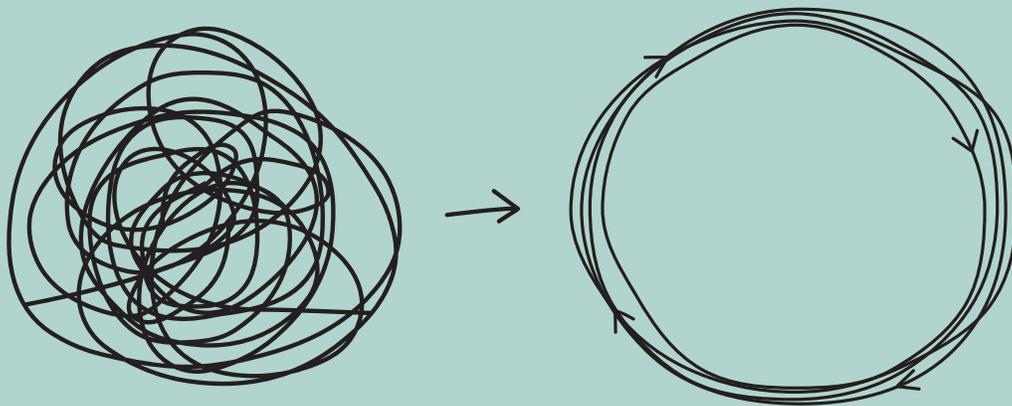
#### Final Examination

#### Exam Debrief and Wrap up

The instructors will review the exam questions and answers with participants to ensure full ownership of the Lean principles, improvement processes and performance management.

#### Graduation Celebration

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