



LEAN ENTERPRISE ACADEMY



LEAN MANAGEMENT INSTITUUT



LEAN MANAGEMENT INSTITUT

# LEAN SERVICE SUMMIT



Learning to apply **Lean Thinking** across the Whole Economy:  
Including Administration, Maintenance, Services and the Public Sector

Management Strategies, Lean Pathways, Service Processes and Pioneering Examples

23 – 24 June 2004

Palace Hotel, Noordwijk aan Zee / Amsterdam, the Netherlands

## LEAN SERVICE SUMMIT

### WHY the Lean Service Summit?

Improving the performance of office and service processes will be the key to increased competitiveness and rising living standards in the next decade. Many pioneers in a wide range of service industries have already begun this journey, learning from the progress made by leading manufacturers in streamlining their factories and supply chains. The most successful approach to the industrialisation of office and service processes is Lean Thinking, originally pioneered by Toyota. For the first time this Lean Service Summit brings together leading-edge examples of Lean Management in practice and the most experienced lean experts from around the globe. It offers a unique opportunity to begin the lean transformation of your organisation.

### WHAT are the Objectives?

- ▶ To learn to see the new opportunities for creating value for customers, for removing waste from every process and for creating more rewarding jobs for employees opened up by Lean Thinking.
- ▶ To show how Lean Management can be applied in every kind of office and service activity in both the private and public sector.
- ▶ To learn how to choose the lean pathway that is right for you and to create your own action plan for implementing Lean in your organisation.
- ▶ To give you the chance to question the leading experts and get practical advice from those well down the lean path.
- ▶ To create an ongoing movement of lean practitioners sharing experiences in Lean Service Management in Europe and across the world.

### WHERE can we see lean?

- ▶ In all the supporting office functions of manufacturing businesses, such as finance, sales and marketing, engineering, human resources, purchasing (General Motors and GE).
- ▶ In all kinds of insurance, banking and financial services (Jefferson Pilot Financial and Standard Life).
- ▶ In technical support and customer services (Fujitsu Services and Porsche GB).
- ▶ In large infrastructure, logistics and utilities organisations (Deutsche Telecom, Deutsche Bahn, Canada Post and Dansk Post).
- ▶ In public sector agencies and city governments (the Dutch Alimony Office LBIO and the Home Housing Association).
- ▶ In the management of many healthcare organisations.

### HOW can we go lean?

- ▶ By redefining customer value and the customer interface (Fujitsu Services and Porsche GB).
- ▶ By creating model processes using lean methods (GE, Jefferson Pilot, Standard Life, LBIO and Home Housing Association).
- ▶ By rapidly spreading these model processes across the whole enterprise (GM and Canada Post).
- ▶ By integrating model processes into a complete lean system redesign (Deutsche Telecom and Deutsche Bahn).

your...

### WHO are we?

This first Lean Service Summit has been jointly organised by the Lean Enterprise Academy, UK, and the Lean Management Instituut, the Netherlands, and the Lean Management Institut, Germany. They are all non-profit education and research organisations dedicated to promoting the implementation of Lean Management through

- ▶ action learning workbooks,
- ▶ workshops,
- ▶ train the trainer programmes
- ▶ and Lean Summits.

Full details of their activities can be found on their web sites [www.leanuk.org](http://www.leanuk.org), [www.lean-management-institut.de](http://www.lean-management-institut.de) and [www.leaninstituut.nl](http://www.leaninstituut.nl).

They are all members of the Lean Global Network established by Dr. James Womack and Professor Daniel Jones, the co-authors of Lean Thinking. From the founding of the first Lean Enterprise Institute ([www.lean.org](http://www.lean.org)) in the USA in 1996 they have helped to organise over 20 Lean Manufacturing Summits in the USA, Brazil, UK, Germany, France, Poland, Turkey, South Africa and India. Over 50,000 lean practitioners are active in the lean movement and the Lean Global Network is coordinated by Jose Ferro from the Lean Institut, Brazil ([www.lean.org.br](http://www.lean.org.br)).

## SUMMIT FACULTY

### PRESENTATIONS

Lean Service pioneers from several different organisations will share their experiences, methods and results.

### WORKSHOPS

The workshops will provide the opportunity to learn more about the different management strategies, lean pathways and tools used by a wider range of case studies from different sectors. They also give ample time for questions, debate and discussion.

# ...lean leap

### CONFERENCE CO-CHAIRS

**René Aernoudts** is the Chairman of the Lean Management Instituut, the Netherlands, and Chairman of Sentary Consulting.

**Professor Daniel Jones** is the Chairman of the Lean Enterprise Academy in the UK, and co-author of *The Machine that Changed the World* and *Lean Thinking*.

**Dr. Bodo Wiegand** is Chairman of the Lean Management Institut, Germany, author of *Business on Demand* and *The Lean City*, and Chairman of proLean Consulting AG.

### SPEAKERS

**Leo de Bakker**, is Managing Director of LBIO (Landelijk Bureau Inning Onderhoudsbijdragen), the Netherlands.

**Ad de Blaaij** is Deputy Director of BAM Rail bv, the Netherlands.

**David Brunt** is a Senior Associate of the Lean Enterprise Academy, UK, and PVP Manager for Porsche Cars GB.

**Susan Cook** is a regional Director, Home Housing Association, UK.

**Steve Corbett** is Associate Principle, McKinsey and Company, Canada, and worked for Toyota in Japan, and Wiremold and Stanleyworks in the USA.

**Maggie Cuthbert** is an Internal Consultant, Standard Life, Ireland.

**Frank Dotman** is an Associate of the Lean Management Instituut, the Netherlands, and a Manager Logistics and Procurement at the OLVG Hospital, the Netherlands.

**Peter Dumler** is partner with proLean Consulting AG, Germany.

**Louis Farinola** is Director of GMS Integration Centre, General Motors Corporation, USA.

**Fidelma Healey** is Customer Services Director, Standard Life, Ireland.

**Christoph Hartmann** is a Member of the German Parliament and Regional Chairman of the FDP in Saarland, with special interest in community politics.

**Heiner Husmann** is Director of Deutsche Bahn Netz AG, Germany.

**Torkild Jacobsen** is a Lean Manager at Dansk Post, Denmark.

**Thomas Keehan** is a Master Black Belt – Lean & Six Sigma, GE European Operations, UK.

**Beau Keyte** is a member of the TWI Network, USA, and a consultant in administrative transformation.

**Dr. John Long** is a member of the TWI Network and Lean Concepts Consulting, USA, a medical doctor and former manager of a manufacturing company.

**Stephen Parry** is Head of European Strategic Change and Development, Fujitsu Services, UK.

**Manfred Redecker** is the Managing Director of Eisenbahn und Hafen GmbH, Germany.

**Dr. Roel Schuring** is Associate Professor of the Management of Healthcare Organisations in the School of Management Studies, University of Twente, the Netherlands.

**Kent Sears** is Vice President, Manufacturing Processes and GMS Implementation, General Motors Corporation, USA.

**John Seddon** is Managing Director of Vanguard Consulting, UK and author of *Freedom from Command and Control*.

**John Shook** is a Senior Advisor to the Lean Enterprise Institute and Chairman of TWI Network, USA and worked for many years for Toyota Corporation in Japan and the USA.

**Peter Stott** is Managing Director, Home Housing Association, UK.

**Cynthia Swank** is Vice President - Lean Manufacturing and Strategic Project Office for Jefferson Pilot Financial, USA.

**Jochen Wilckens** is Project Director with proLean Consulting AG, Germany.

**Steven Withers** is Senior Advisor, Lean Centre of Excellence, Canada Post Corporation.

**Dr. James Womack** is President of the Lean Enterprise Institute, USA and co-author of *The Machine that Changed the World* and *Lean Thinking*.

**Thomas Zinnocker** is Managing Director of Deutsche Telecom Immobilien und Service GmbH, Germany.

Please check the web sites for updated and additional information on the Summit Programme: - [www.leanuk.org](http://www.leanuk.org) - [www.lean-management-institut.de](http://www.lean-management-institut.de) - [www.leaninstituut.nl](http://www.leaninstituut.nl)

**PRESENTATIONS & WORKSHOPS**

**SUMMIT TIMETABLE**

**Tuesday 22 June**

19.30 – 20.30 Registration  
19.30 – 21.30 Welcome Reception and Buffet

**Wednesday 23 June**

7.30 – 8.30 Registration  
8.30 – 17.00 Presentations and Workshops  
19.00 – 20.00 European Football Dinner (optional)  
Reception and Dinner (optional)  
and an opportunity to watch two important qualifying matches  
for the European Football Championship on the big screen  
  
20.45 the Netherlands – Latvia  
20.45 Germany – Czech Republic

**Thursday 24 June**

8.30 – 17.00 Presentations and Workshops

**WEDNESDAY 23 JUNE**

**OPENING PLENARY SESSION** / 8.30 – 12.30 / Lunch 12.30 – 13.30  
Chairman: René Aernoudts, Lean Management Instituut, the Netherlands

8.30 – 8.40 **Welcoming Remarks**  
René Aernoudts, Lean Management Instituut, the Netherlands  
  
8.40 – 9.20 **The Scale of the Lean Service Opportunity**  
Professor Daniel Jones, Lean Enterprise Academy, UK  
  
9.20 – 10.00 **The Service Factory**  
Thomas Zinnöcker, Deutsche Telekom Immobilien, Germany  
  
10.00 – 10.40 **Taking Lean to the Enterprise**  
Kent Sears, General Motors, USA  
John Shook, TWI Network, USA  
  
10.40 – 11.10 Coffee  
  
11.10 – 11.50 **Learning to Sense and Respond: The Fujitsu Service Case**  
Stephen Parry, Fujitsu Services, UK  
  
11.50 – 12.30 **Towards a Lean City: Politics and Management**  
Christoph Hartmann, Member of the German Parliament  
Dr. Bodo Wiegand, Lean Management Institut, Germany

**WORKSHOPS** / 13.30 – 17.00 Uhr / Coffee 15.00 - 15.30

| 1 Lean System Design  | 2 Enterprise Lean   | 3 (A) Lean Service Cases (13.30–15.00)  | 4 Public Sector Lean   | 5 (A) Lean Pathway (13.30–15.00)   |
|---|---|---|--|--|
| <b>Modularisation, Standardisation and Integrated Management of Large Service Systems</b><br>Thomas Zinnöcker, Deutsche Telekom Immobilien, Germany<br>Jochen Wilckens, proLean AG, Germany | <b>Leading the Deployment of Lean Across the Whole Enterprise</b><br>Kent Sears, General Motors, USA<br>Louis Farinola, General Motors Corporation, USA<br>John Shook, LEI & TWI Network, USA | <b>Lean into a New Future</b><br>Stephen Parry, Fujitsu Services, UK<br><br><b>3 (B) Lean Service Cases (15.30 – 17.00)</b><br><br><b>Triggering Lean Change through Shared Services</b><br>Thomas Keehan, GE European Operations, UK | <b>The Path to the Lean City: Methods and Best Practices</b><br>Christoph Hartmann, Member of the German Parliament<br>Dr. Bodo Wiegand, Lean Management Institut, Germany | <b>A Developmental Pathway to Lean</b><br>René Aernoudts, Lean Management Instituut, the Netherlands<br><br><b>5 (B) Lean Pathway (15.30–17.00)</b><br><br><b>Changing a Public Sector Agency: the Dutch Alimony Payments Office, LBIO</b><br>René Aernoudts, Lean Management Instituut, the Netherlands<br>Leo de Bakker, LBIO, the Netherlands |
| 1   | 2   | 3   | 4  | 5  |

**Thursday 24 June**

**PLENARY SESSION / 8.30 – 11.30**

Chairman: Dr. Bodo Wiegand, Lean Management Institut Germany

|               |  |
|---------------|--|
| 8.30 – 9.00   | <b>Redesigning a Maintenance System</b><br>Heiner Huesmann, Deutsche Bahn Netz AG, Germany                   |
| 9.00 – 9.30   | <b>It Has to be Perfect: from Cars to Care</b><br>Dr. Roel Schuring, University of Twente, the Netherlands   |
| 9.30 – 10.00  | <b>Value Stream Management for Lean Healthcare</b><br>Dr. John Long, TWI Network, USA                        |
| 10.00 – 10.30 | Coffee   |
| 10.30 – 11.00 | <b>Insuring Lean Operations: How JPF Learned to be Lean</b><br>Cynthia Swank, Jefferson Pilot Financial, USA |
| 11.00 – 11.30 | <b>Systems Thinking for Service Organisations</b><br>John Seddon, Vanguard, UK                               |
| 11.30 – 12.30 | Lunch  |

**WORKSHOPS / 12.30 – 16.00 Uhr / Coffee 14.00 – 14.30**

| 6 Lean System Design  | 7 Lean Healthcare   | 8 (A) Lean Service Cases (12.30 – 14.00)  | 9 Lean in Postal Logistics   | 10 (A) Lean Pathway (12.30 – 14.00)   |
|---|---|---|--|---|
| <b>Designing Large Area Maintenance Systems: Methods and Best Practices</b><br>Heiner Huesmann, DB Netz AG<br>Dr. Bodo Wiegand, Lean Management Institut, Germany<br>Manfred Redecker, Eisenbahn + Häfen GmbH, Germany<br>Ad de Blaaij, BAM Rail bv, the Netherlands<br>Peter Dumler, proLean AG, Germany | <b>Examples of Lean Applications in Healthcare</b><br>Dr. Roel Schuring, University of Twente, the Netherlands<br>René Aernoudts Lean Management Instituut, the Netherlands<br>Frank Dotman, OLVG Hospital & LMI, the Netherlands | <b>Applying Lean in Offices, Hospitals, Trains and Planes</b><br>Steve Corbett, McKinsey, Canada<br><br><b>8 (B) Lean Service Cases (14.30 – 16.00)</b><br><br><b>Two Lean Service Examples</b><br>Fidelma Healey & Maggie Cuthbert, Standard Life, Ireland<br>Peter Stott & Sue Cook, Home Housing Association, UK | <b>The Implementation of Lean in Post and Logistics</b><br>Thorkild Jacobsen, Dansk Post, Denmark<br>Steven Withers, Canada Post, Canada | <b>Value Stream Mapping in the Office</b><br>Beau Keyte, TWI Network, USA<br><br><b>10 (A) Lean Pathway (14.30 – 16.00)</b><br><br><b>Creating the Lean Car Dealer</b><br>Dave Brunt, LEA & Porsche Cars GB, UK |
| 6   | 7   | 8   | 9  | 10  |

**CLOSING PLENARY SESSION / 16.00 – 17.00**

Chairman: Professor Daniel Jones, Lean Enterprise Academy, UK

|               |  |
|---------------|--|
| 16.00 – 16.40 | <b>An Action Plan for Lean Services</b><br>Dr. James Womack, Lean Enterprise Institute, USA  |
| 16.40 – 17.00 | <b>Next Steps: Final Remarks</b><br>René Aernoudts, Lean Management Instituut, the Netherlands<br>Professor Daniel Jones, Lean Enterprise Academy, UK<br>Dr. Bodo Wiegand, Lean Management Institut, Germany |

Languages for plenary sessions and workshops are English and German.  
All charts will be presented in English.

## ORGANISATION

### Registration

Please use the attached form for registration. Please note that registrations are limited to a maximum of 350 people.

### Congress Fees

Registration before 1 May = 1.200 Euro.  
Registration after 1 May = 1.400 Euro.  
These prices do not include VAT at 19 % (Dutch VAT rate).

The congress fees include participation in the lectures and Workshops, Welcome Reception on 22 June, Congress Reception on 23 June, drinks and lunches on both congress days (23&24 June).

The Dinner on 23 June is an additional cost, if you would like to attend. The cost will be 50 Euro.

In order to secure your place at the congress, please ensure that you pay the congress fees before 15 May 2004.

Please pay by bank credit transfer, cheque or credit card to Lean Management Instituut, PO Box 120, 3970 AC Driebergen, The Netherlands, Reference "Lean Summit, BIC PSTBNL 21, IBAN NL 69 PSTB 000436108", Postbank, Account number 4363108.

If you cancel your registration by 15 May you will be liable for a fee of 25 Euro. There will be no refunds after this date.

The information in this brochure is correct at the time of printing. The organisers reserve the right to make amendments.

### Location

Noordwijk aan Zee is a famous conference venue on the outskirts of Amsterdam. It is also known as 'the beaches of Amsterdam', an unofficial title with a lot of history behind it, and developed from a fishing village into the present seaside resort, boasting 13 kilometres of beach.

Noordwijk is approximately 30 minutes from Amsterdam and Schipol airport.

The congress is taking place in the Palace Hotel in Noordwijk aan Zee.

If required, the hotel can make arrangements for transfers to and from the airport. Please contact the hotel reception if you require this service.

### Hotel

The Palace Hotel in Noordwijk aan Zee is a modern, elegant five-star hotel, which is located right by the sea, offering a congenial atmosphere for conferences.

The hotel is a wealth of architectural surprises with its unusual rooflines, turrets and other imaginative features. Despite these it still retains the classical features of a seaside hotel.

The rooms are very comfortable and are equipped with TV, telephone and InterNet connection. For relaxation there is a well equipped Wellness Centre.

The hotel's restaurants provide a variety of superb cuisine, with the informal Brasserie Circles Restaurant and the exclusive Chatillon Restaurant. Pauls Bar provides an atmospheric accompaniment to your culinary journey.

In addition to these, there is a wide variety of restaurants and bars in Noordwijk.

For further information please refer to the hotel website [www.palacehotel.nl](http://www.palacehotel.nl)

### Address

Palace Hotel  
Picképlein 8  
2202 CL Noordwijk aan Zee  
The Netherlands  
Tel: +31 (0)71-365 30 00  
Fax: +31 (0)71-365 30 01  
[www.palacehotel.nl](http://www.palacehotel.nl)  
E-Mail: [info@palacehotel.nl](mailto:info@palacehotel.nl)

### Accommodation

A limited number of hotel rooms have been reserved for congress participants at special rates.

The number of participants we can accommodate is limited, and as Noordwijk is very popular in June, we recommend that you book as promptly as possible. Please book your accommodation via the hotel.

The telephone number for Reservations at the Palace Hotel is +31 71 365 30 66

Room and Breakfast 150 Euro

interested? = !

**REGISTRATION FORM**

Please print a copy of this form, complete all sections, and post or fax it to the following address.  
Please use a separate form for each participant.

Lean Management Instituut  
The Netherlands  
Postbus 120  
NL- 3970 AC Driebergen

Tel: + 31 (0) 343 - 510614  
Fax: + 31 (0) 343 - 510247

okay!

**REGISTRATION for the Lean Service Summit 2004** in the Palace Hotel, Noordwijk aan Zee, The Netherlands

Name \_\_\_\_\_  
Company/ Institution \_\_\_\_\_  
Address \_\_\_\_\_  
Post Code/City \_\_\_\_\_  
Country \_\_\_\_\_  
Telephone \_\_\_\_\_ Fax \_\_\_\_\_  
E-Mail \_\_\_\_\_

**Workshops**

Please tick the Workshops which you would like to attend:

**Wednesday, 23 June, 13h30 – 17h00**

- 1 Lean System Design
- 2 Enterprise Lean
- 3 Lean Service Cases A + B
- 4 Public Sector Lean
- 5 Lean Pathway A + B

**Thursday, 24 June, 12h30 – 16h00**

- 6 Lean System Design
- 7 Lean Healthcare
- 8 Lean Service Cases A + B
- 9 Lean in Postal Logistics
- 10 Lean Pathway A + B

**Accommodation & Airport Transfers**

For accommodation and airport/hotel transfers please contact the the Palace Hotel, Tel. +31 71 365 30 66

**Congress Fees** (please tick as appropriate)

- Registration before 1 May: Congress Fee 1200 Euro + VAT at 19 %
- Registration after 1 May: Congress Fee 1400 Euro + VAT at 19 %

**Optional Dinner** (please tick as appropriate)

- I would like to attend the Dinner-Bufferet on the 23 June 2004, 20h00.
- I will transfer the additional cost of 50 Euro with the Congress Fee.

**Payment Information**

- By Bank Transfer to Lean Management Instituut Nederlands, Driebergen, Reference "Lean Summit, your name BIC PSTBNL 21, SWIFT/IBAN NL 69 PSTB 000436108", Postbank, Account number 4363108.
- By cheque, made out to Lean Management Instituut Nederlande, Driebergen, Reference "Lean Summit, your name BIC PSTBNL 21, SWIFT/IBAN NL 69 PSTB 000436108", Postbank, Account number 4363108.
- By credit card:  Mastercard  VISA  Eurocard  
Credit Card number: \_\_\_\_\_ Expiry Date: \_\_\_\_\_ Card Validation Code: \_\_\_\_\_

**Total Costs**

- Euro 1.428 (Registration before May 1, 2004, excluding dinner on 23 June, incl. VAT at 19%)
- Euro 1.487,50 (Registration before May 1, 2004, including dinner on 23 June, incl. VAT at 19%)
- Euro 1.666 (Registration after May 1, 2004, excluding dinner on 23 June, incl. VAT at 19%)
- Euro 1.725,50 (Registration after May 1, 2004, including dinner on 23 June, incl. VAT at 19%)

Name and address of credit card holder \_\_\_\_\_

Signature of credit card holder \_\_\_\_\_

Place, Date \_\_\_\_\_ Signature \_\_\_\_\_

## THE ORGANISERS

The **Lean Enterprise Academy** in the **UK** and the **Lean Management Institutes** in **Germany** and the **Netherlands** are non-profit organisations, dedicated to promoting Lean Management through training and research. The membership is free.

All three institutes belong to the Lean Global Network, which was created by **Professor Daniel T. Jones** and **Dr. James P. Womack**, the founders of the Lean Management movement. For further details about the Lean Global Network addresses, please contact the network co-ordinator: José Ferro, Lean Institute Brasilien, [www.lean.org.br](http://www.lean.org.br)

The institutes provide their members and everyone interested in lean management with:

- ▶ Online community: information, publications, discussion groups, contacts and links
- ▶ Publications: books, magazine articles and news letters
- ▶ Training and Research: seminars
- ▶ Meetings: international congresses



LEAN ENTERPRISE ACADEMY

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Chairman: Professor Daniel T. Jones



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Chairman: René Aernoudts



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[www.lean-management-institut.de](http://www.lean-management-institut.de)

Chairman: Dr. Bodo Wiegand

## READING

Our book recommendations as preparatory reading for the congress:

- ▶ James P. Womack, Daniel T. Jones:  
**Lean Thinking: Banish Waste and Create Wealth in Your Corporation**,  
Revised and Updated, 2003, ISBN 0-7432-4927-5, 24,65 Euro
- ▶ James P. Womack, Daniel T. Jones:  
**Lean Thinking - Ballast abwerfen, Unternehmensgewinne steigern**  
deutschsprachige Ausgabe, erweiterte Neuauflage, Campus Verlag, Frankfurt 2004, Euro 49,50
- ▶ Bodo Wiegand:  
**Wirtschaftsunternehmen Stadt: Die Fitnesskur für die öffentliche Verwaltung**,  
gebunden, 39,90 Euro
- ▶ Bodo Wiegand:  
**Zukunftsmarkt Business on Demand**,  
gebunden, 35,00 Euro
- ▶ Lean Administration I:  
**Die Analyse, So werden Geschäftsprozesse transparent**,  
hg: vom Lean Management Institut, 2004, 50 Euro
- ▶ Mike Rother, John Shook:  
**Learning to See, value stream mapping to add value and eliminate muda**,  
Lean Enterprise Institute, 1998 ISBN 0-9667843-0-8, 50,00 \$
- ▶ Mike Rother, John Shook:  
**Sehen lernen, Mit Wertstromdesign die Wertschöpfung erhöhen und Verschwendung beseitigen**  
hg. vom Lean Enterprise Institute, ISBN 3-932298-11-X, 50,00 \$
- ▶ Mike Rother, John Shook:  
**Leren zien, value stream mapping for het creëren van waarde en het elimineren van verspilling**,  
Lean Management Instituut en Van Gorcum, 2004, ISBN 90-232-3994-5, 50 Euro

These and further titles can also be found at the Book Stand during the Lean Service Summit 2004!