



2024
**Lean
Summit**

Welcome to the 2024 Lean Summit

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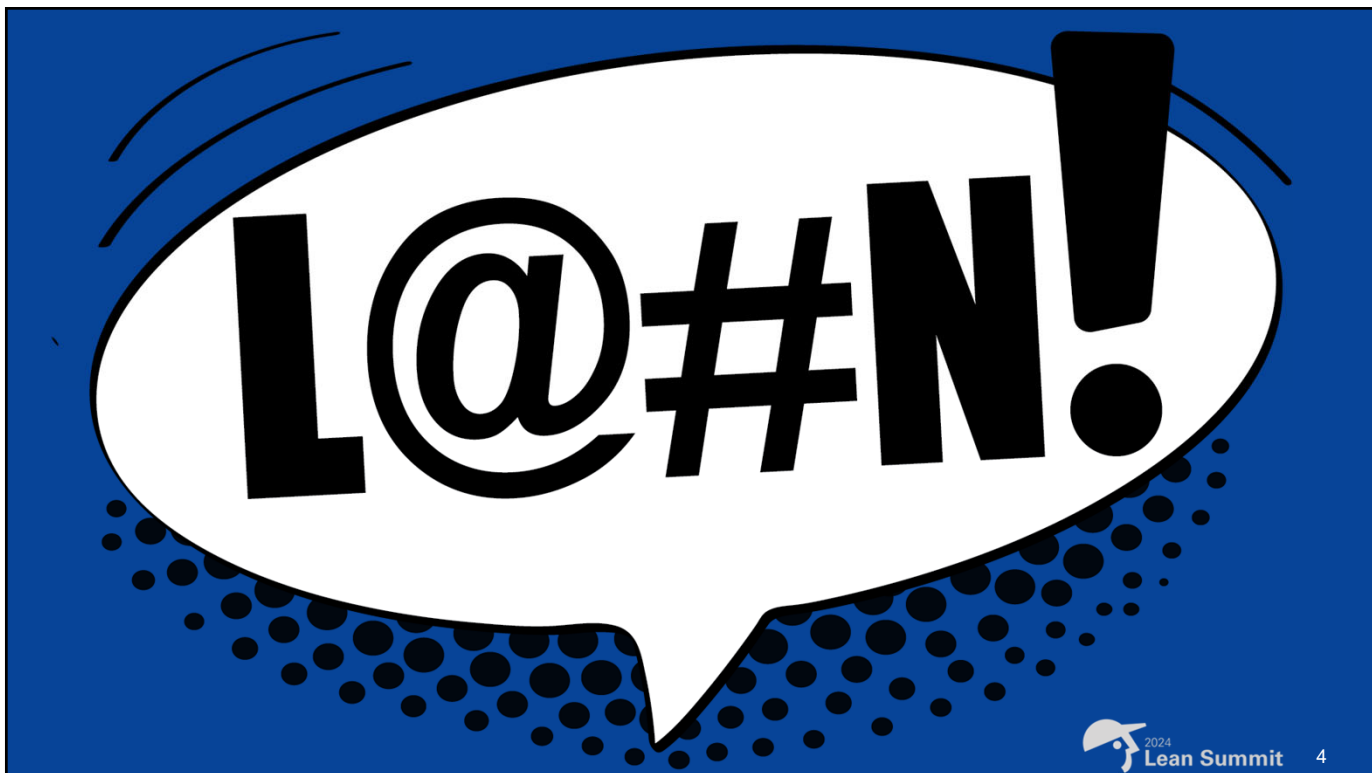
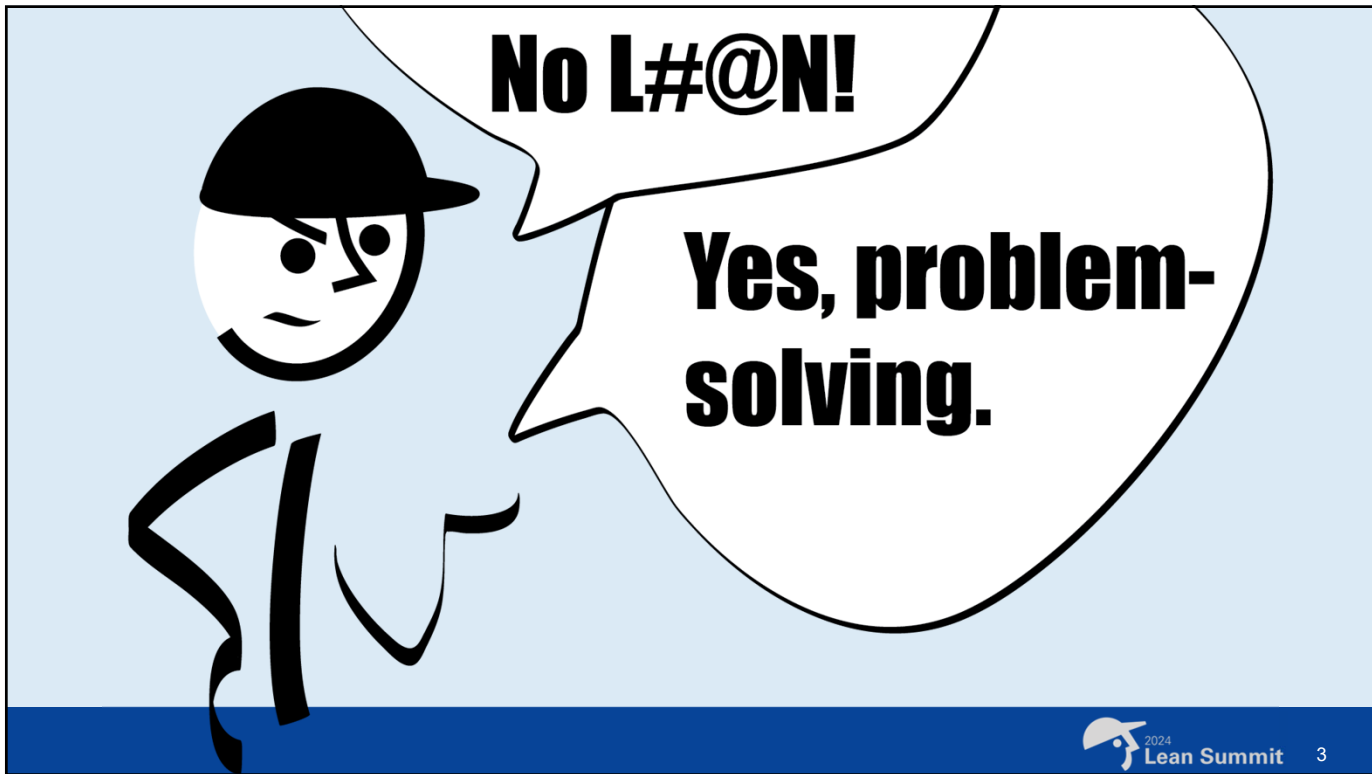
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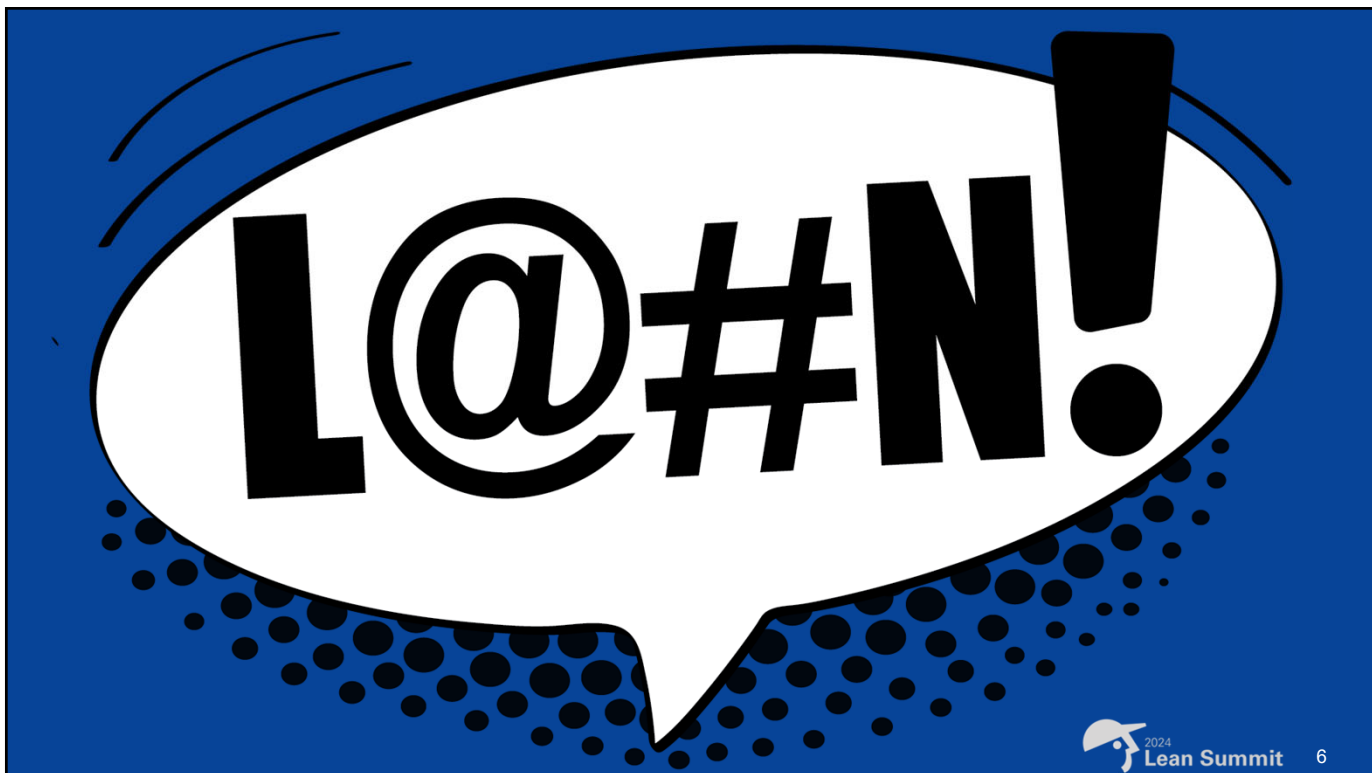
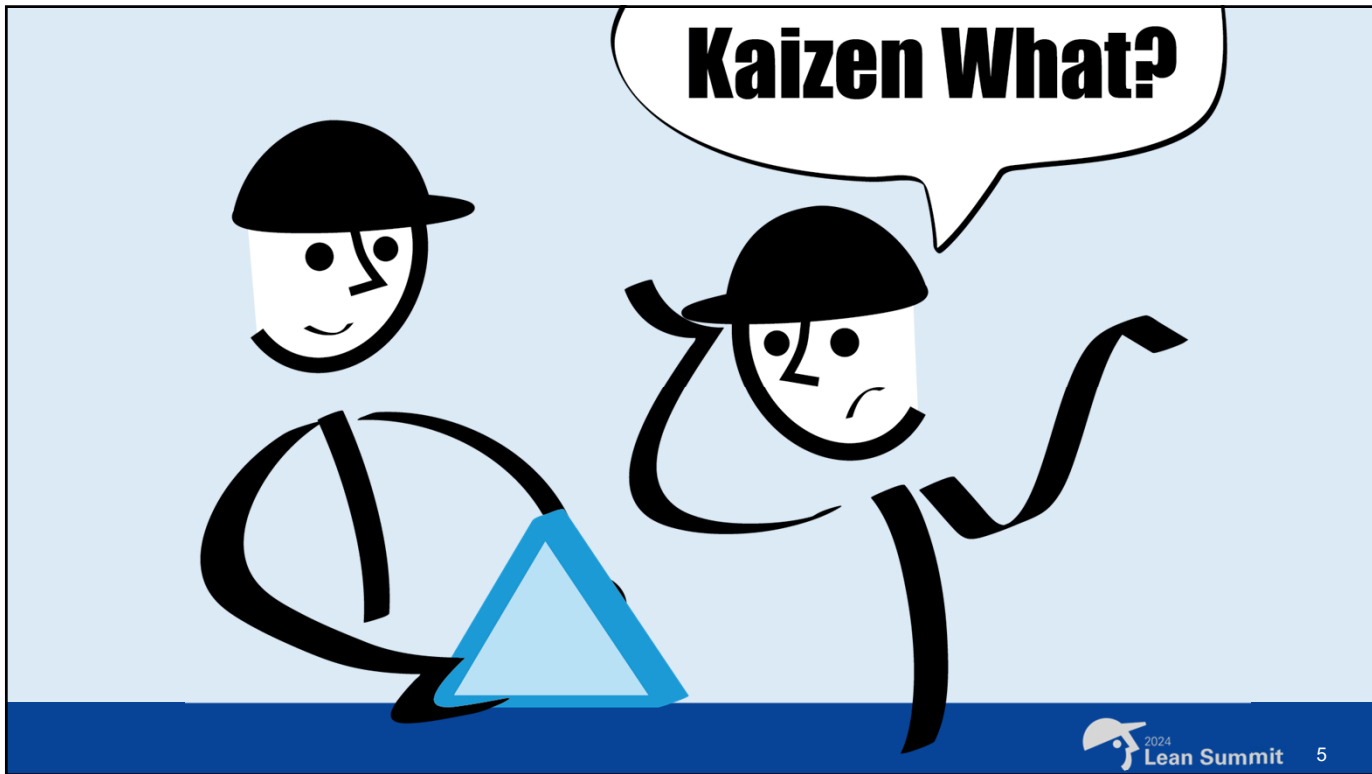
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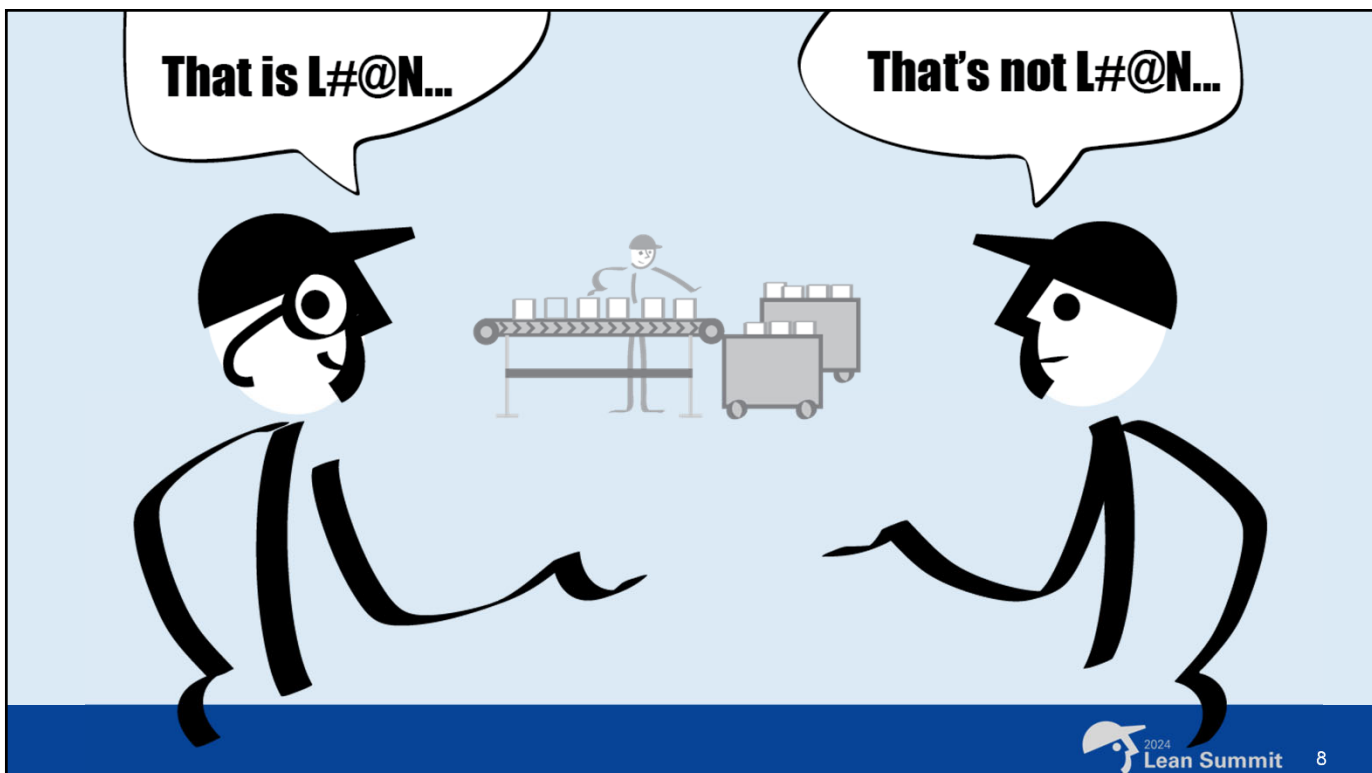
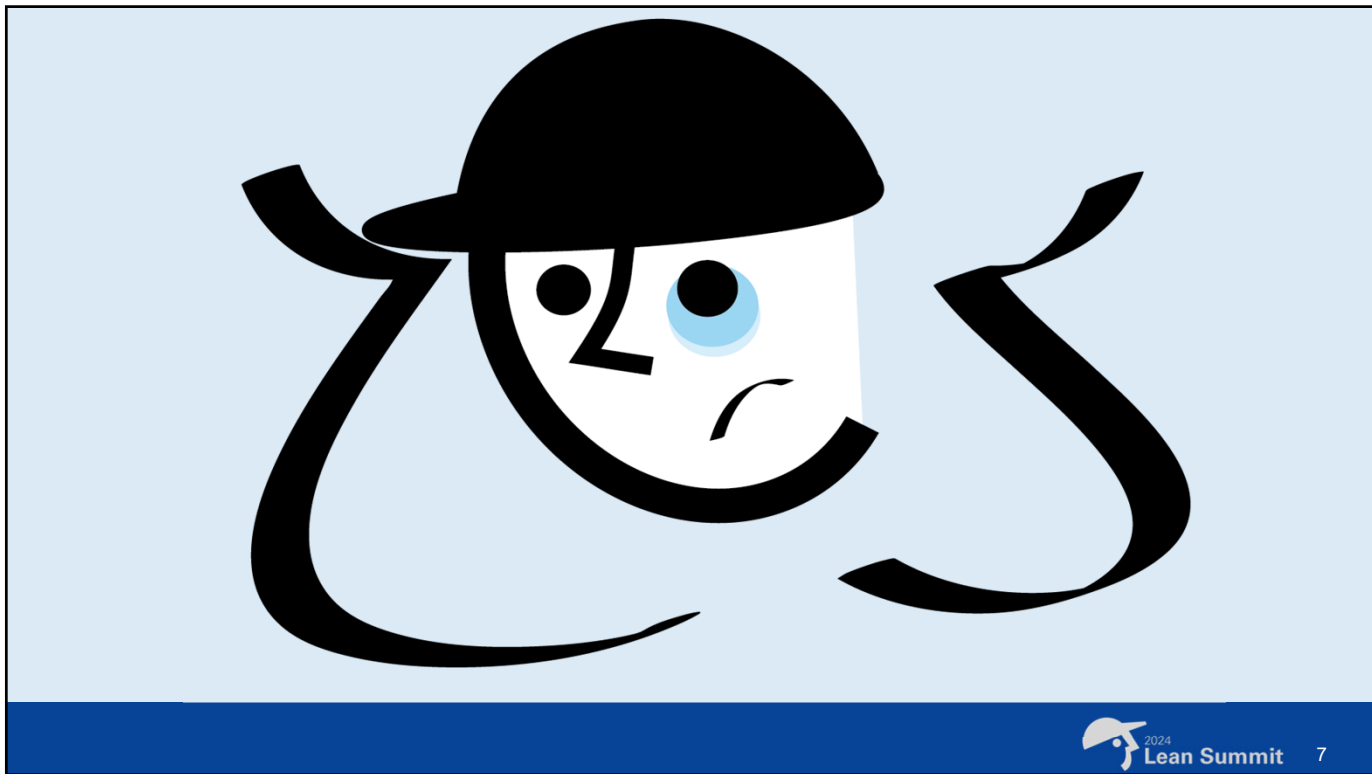
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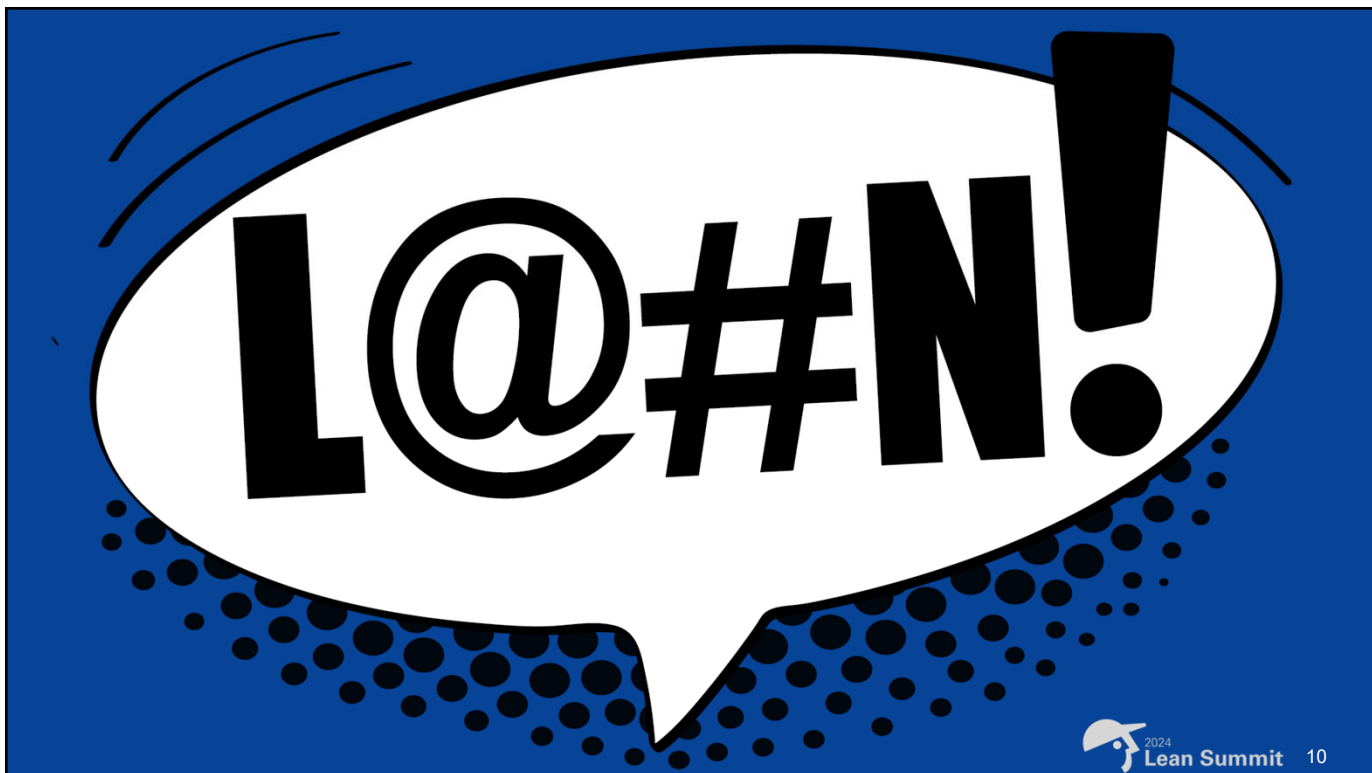
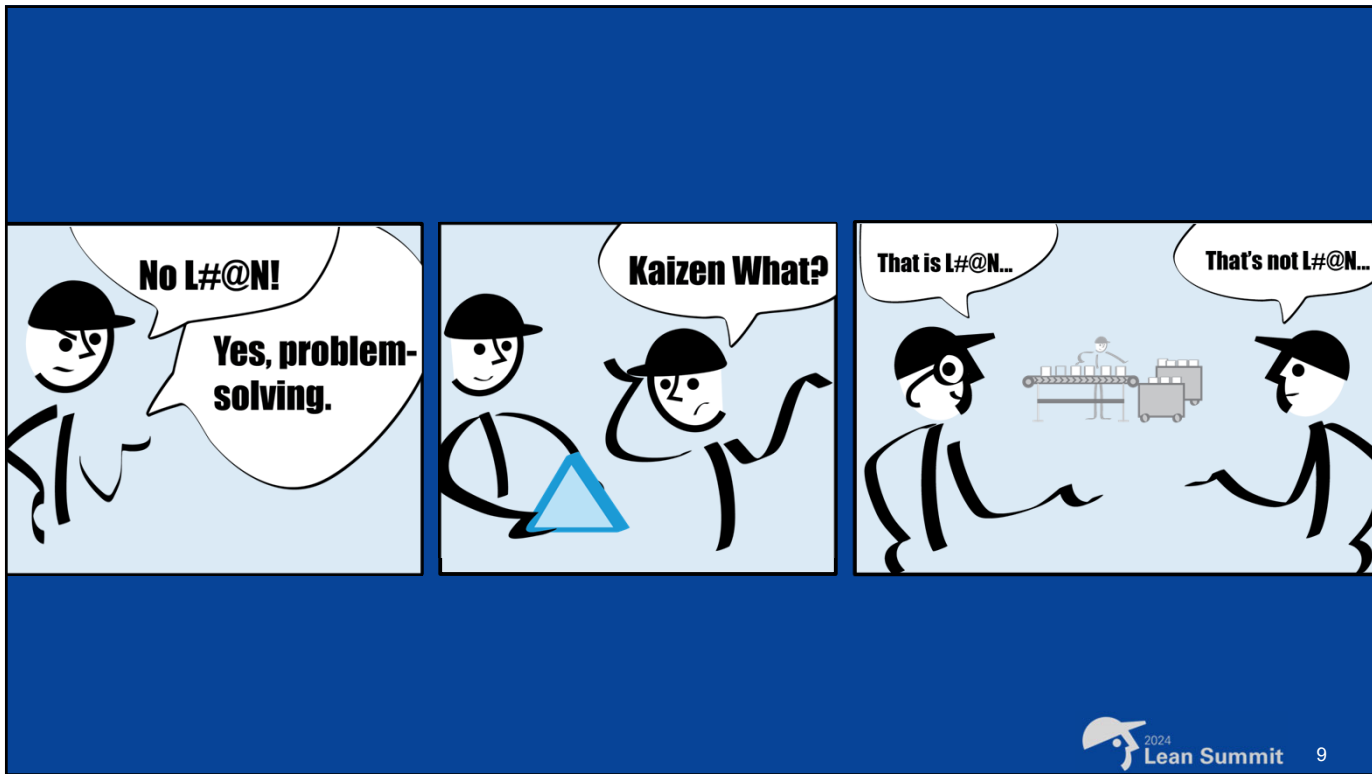


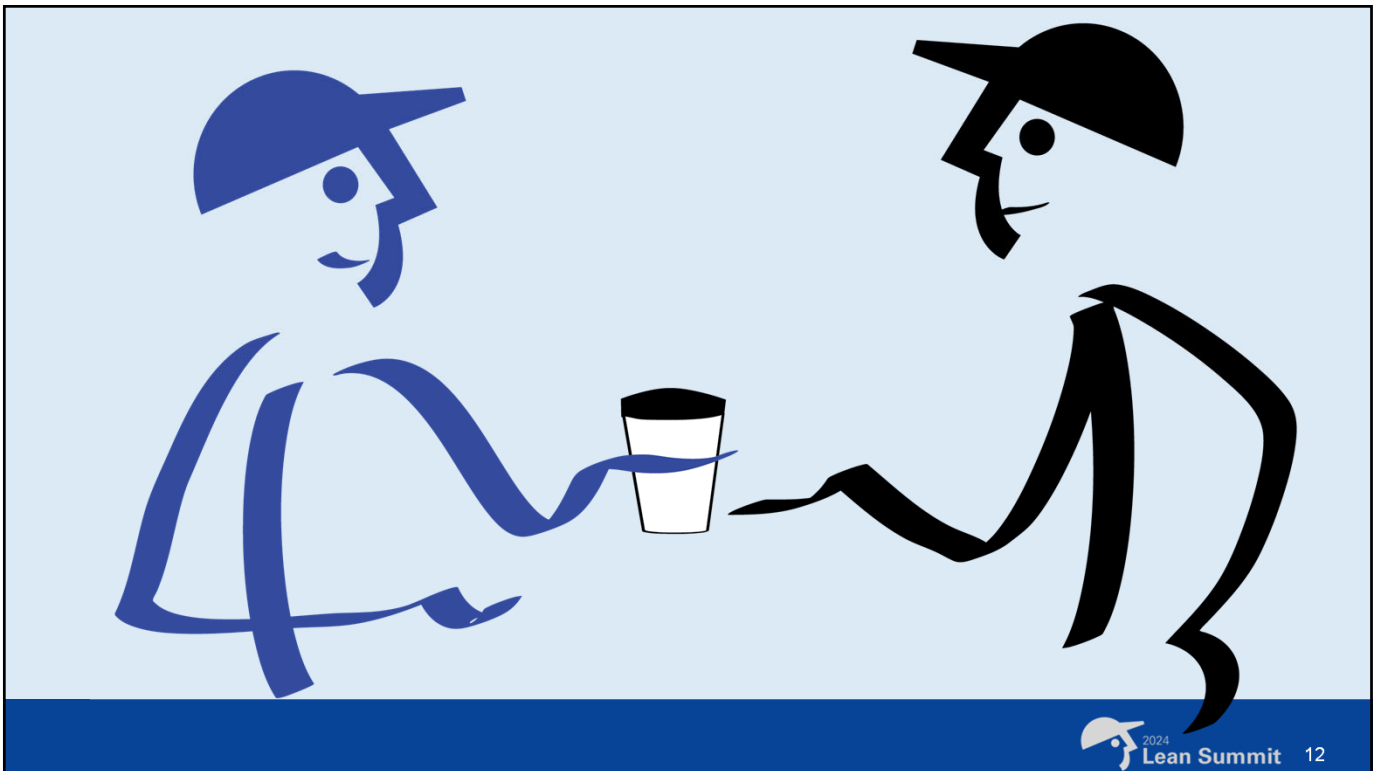
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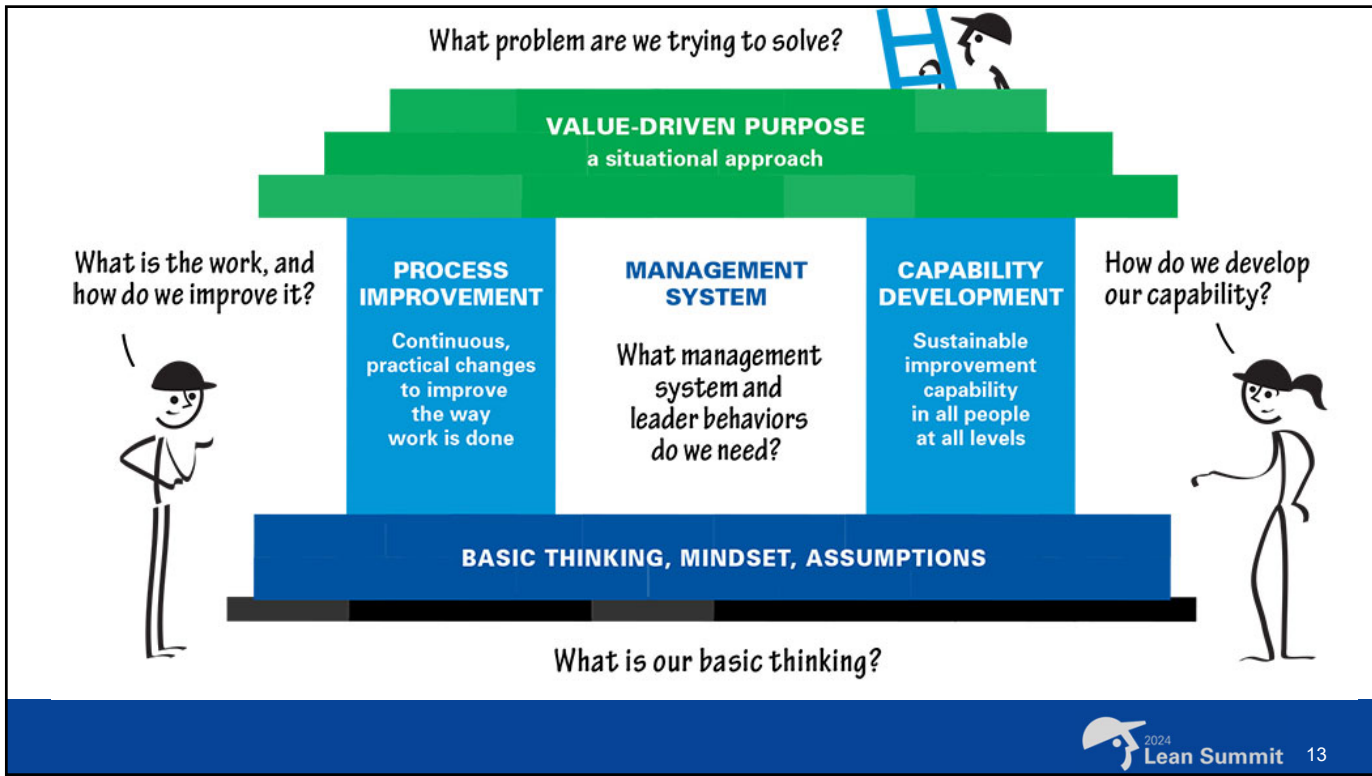




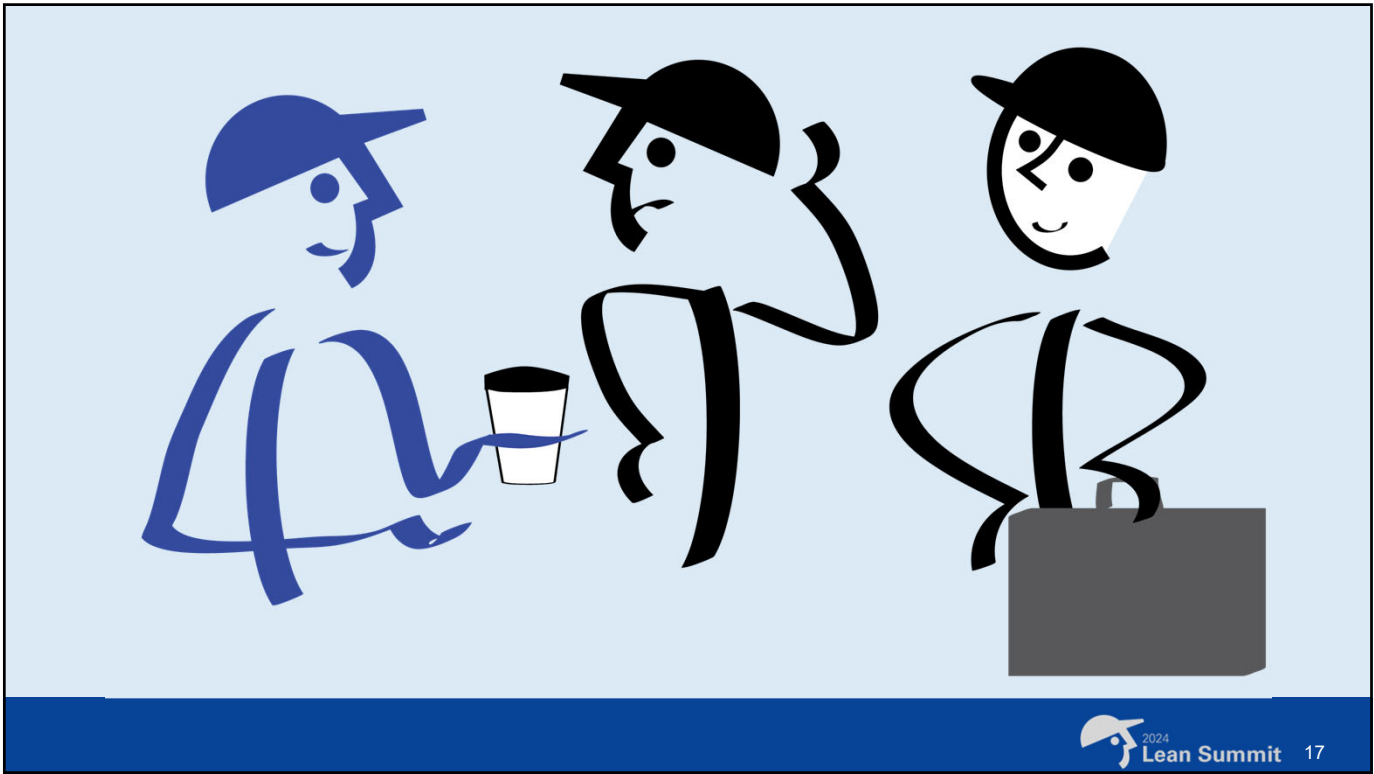


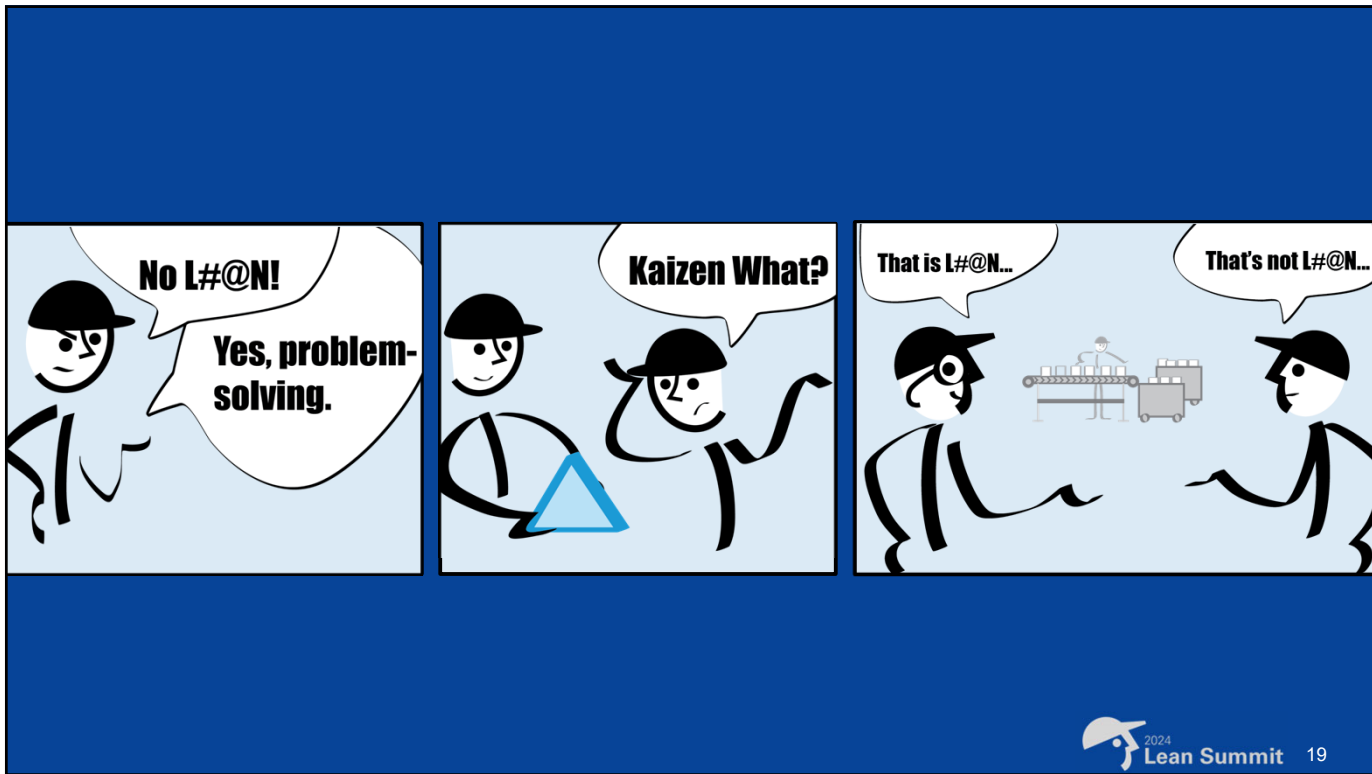












**“...being lean is not just an option
but a necessity.”**

— Daniel Ek, CEO, Spotify

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LEAN!

Lean describes the conditions needed for **meaningful work**, including its management, such that products and processes undergo **continuous transformation** for the increasing benefit of customers, businesses, and society by **enabling people** and organizations to pursue their full potential.

Lean is philosophical, **yet practical.**

Lean is performance-driven, **yet people-centric**

Lean is work(er)-back, yet also business- and customer-forward.

Lean is technical, yet social.

Lean enables
flawless execution, **yet facilitates learning
from failure.**

Lean is focused on
process improvement, **yet committed to
capability development.**

Lean is bottom-up, **yet top-down.**

Lean promotes
direction-setting, **yet empowers people to think
(and do) for themselves.**

Lean focuses on enabling employees, yet never wavers from the customer-first principle.

Lean benefits individuals, yet it's also concerned with the collective.

Lean is respectful, **yet challenging.**

Lean is biased
toward action, **yet discourages jumping to
conclusions.**

Lean is standardized-based, **yet creativity-enabling.**

Lean strives for stability, **yet thrives with innovation.**



Iji - *maintain stability*

Kaizen - *betterment*

Touzen - *avoid need for kaizen*

Kaikaku - *radical change*

Gemba - *actual place*

Genchi Genbutsu -

go and see the real place and real thing

Thank you